Aboriginal Affairs and Northern Development Canada
Affaires autochtones et Développement du Nord Canada

Aboriginal Affairs and Northern Development Canada and Canadian Polar Commission

2015–16
Report on Plans and Priorities

Canada

www.aandc.gc.ca
1-800-567-9604
TTY only 1-866-553-0554

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Minister's Message

I am pleased to present the *2015–16 Report on Plans and Priorities* for Aboriginal Affairs and Northern Development Canada (AANDC) and the Canadian Polar Commission.

My Department continues to pursue its mandate to support Aboriginal peoples and Northerners in their efforts to: improve social well-being and economic prosperity; develop healthier, more self-sufficient communities; and participate more fully in Canada's political, social and economic development — to the benefit of all Canadians.

In the coming fiscal year, we will continue with our plans to create jobs, growth and economic prosperity for Aboriginal peoples and Northerners. By investing in jobs and skills training, strengthening education and improving economic development opportunities, we will work with our partners to empower Aboriginal peoples and Northerners to increase their participation in Canada's economic prosperity.

Advancing reconciliation between Aboriginal peoples and all Canadians remains a key priority for this Government. This year, we will continue to support healing and reconciliation through our ongoing implementation of the Indian Residential Schools Settlement Agreement, including supporting the Truth and Reconciliation Commission and receiving the Commission's final report. In 2015–2016, we will also build on the progress to address section 35 Aboriginal rights in Canada more effectively. As we work together to build on the progress to address land claim and treaty issues, and work toward self-government, strong partnerships among Aboriginal peoples, governments, and the private sector are beginning to emerge.

Good governance is fundamental to increasing the participation of Aboriginal and Northern communities in the Canadian economy and this year we will continue to work with partners to support strong, effective and accountable Aboriginal and Northern governments. This will be aided in part by the implementation of the *First Nations Elections Act* and the negotiation of an agreement-in-principle on the devolution of land and resource management responsibilities to the Government of Nunavut.

To meet the challenges and opportunities of a changing North, the Government will press forward with its Northern Strategy while also continuing to improve the Nutrition North Canada program to support Northerners' access to healthy foods. We will also move ahead with our plans to open the Canadian High Arctic Research Station in time for the 150th anniversary of Confederation in 2017.

These are just some of the plans and priorities that we have for fiscal year 2015–2016. I invite you to read this report to learn more about all the initiatives that AANDC and the Canadian Polar Commission are pursuing to make Canada a better place for Aboriginal and northern peoples and communities.

The Honourable Bernard Valcourt, PC, QC, MP
Minister of Aboriginal Affairs and Northern Development

Section I: Organizational Expenditure Overview

Organizational Profile

Minister: The Honourable Bernard Valcourt

Ministerial portfolio: Department of Indian Affairs and Northern Development

Year of Incorporation: 1880

Enabling Instrument: *Department of Indian Affairs and Northern Development Act,* R.S.C. 1985, c. I-6

Other:

Special Operating Agency: Indian Oil and Gas Canada

Statutory and Other Agencies:

- Indian Residential Schools Truth and Reconciliation Commission
- Inuvialuit Arbitration Board

Departmental Corporation: Canadian Polar Commission

Crown Corporation: Corporation for the Mitigation of Mackenzie Gas Project Impacts

Shared-Governance Corporations:

- First Nations Financial Management Board
- First Nations Tax Commission

Organizational Context

Raison d'être

Aboriginal Affairs and Northern Development Canada (AANDC) supports Aboriginal peoples (First Nations, Inuit and Métis) and Northerners in their efforts to:

- Improve social well-being and economic prosperity;
- Develop healthier, more sustainable communities;
- Participate more fully in Canada's political, social and economic development — to the benefit of all Canadians.

Responsibilities

The Department is responsible for two mandates, **Aboriginal Affairs** and **Northern Development**, which together support Canada's Aboriginal and northern peoples in the pursuit of healthy and sustainable communities, and broader economic and social development objectives. Efforts are guided by the Department's mission statement:

Working together to make Canada a better place for Aboriginal and northern peoples and communities.

The mandate for **Aboriginal Affairs** is derived from a number of sources, including the following:

- Canadian Constitution
- *Department of Indian Affairs and Northern Development Act*[i]
- *Indian Act*,[ii] as amended over the years
- Statutes dealing with resource management

A broad suite of legislation designed to provide First Nations with jurisdictional powers outside the *Indian Act* further defines AANDC's mandate, including the following:

- *First Nations Elections Act*[iii]
- *First Nations Land Management Act*[iv]
- *First Nations Fiscal Management Act*[v]
- *First Nations Jurisdiction over Education in British Columbia Act*[vi]
- *Family Homes on Reserves and Matrimonial Interests or Rights Act*[vii]
- *Safe Drinking Water for First Nations Act*[viii]

In addition, the Government of Canada has passed the *First Nations Financial Transparency Act*,[ix] designed to apply the same principles of transparency and accountability to First Nation governments that already exist for other governments in Canada. This Act helps make financial information more accessible to First Nation members, which leads to more effective, transparent and accountable governance as well as stronger, more self-sufficient and prosperous communities.

The Department's mandate is also shaped by specific statutes enabling modern treaties. These include the following:

- *Nisga'a Final Agreement Act*[x]
- *Tsawwassen First Nation Final Agreement Act*[xi]
- *Maa-nulth First Nations Final Agreement Act*[xii]
- *Labrador Inuit Land Claims Agreement Act*[xiii]
- *Yale First Nation Final Agreement Act*[xiv]
- Sioux Valley Dakota Nation Self-Government Agreement
- *Tlicho Land Claims and Self-Government Act*[xv]
- *Nunavik Inuit Land Claims Agreement Act*[xvi]

Moreover, policy and program practices, as well as judicial decisions shape the Department's mandate.

AANDC negotiates comprehensive and specific claims, as well as self-government agreements, on behalf of the Government of Canada. The Department is responsible for implementing its obligations under these agreements, as well as overseeing the implementation of obligations of other government departments flowing from these agreements. AANDC also provides support for services on reserves, such as education, housing, community infrastructure and social support to Status Indians on reserves; administers the land management component of the *Indian Act*; and executes other regulatory duties under the *Indian Act*.

The Minister acts as the Government of Canada's primary interlocutor for Métis, Non-Status Indians and urban Aboriginal peoples. The Department serves as a focal point for Inuit issues, and supports the inclusion of Inuit-specific concerns in federal program and policy development.

The **Northern Development** mandate derives from a number of sources, including the following:

- Canadian Constitution
- Statutes enacted in the late 1960s and early 1970s, including the *Department of Indian Affairs and Northern Development Act*
- Statutes enacting modern treaties North of 60°, such as the *Nunavut Land Claims Agreement Act*,[xvii] or self-government agreements, such as the *Yukon First Nations Self-Government Act*[xviii]
- Statutes dealing with environmental and resource management
- Statutes such as the *Canada–Yukon Oil and Gas Accord Implementation Act*,[xix] the *Yukon Act*,[xx] the *Nunavut Act*,[xxi] the *Northwest Territories Act*,[xxii] the *Northwest Territories Devolution Act*[xxiii] and the *Northern Jobs and Growth Act*[xxiv]

Through its Northern Development mandate, AANDC is the lead federal department for two-fifths of Canada's landmass, with a direct role in the political and economic development of the territories, and significant responsibilities for science, land, and environmental management. In the North, the territorial governments generally provide the majority of social programs and services to all Northerners, including Aboriginal peoples.

The **Canadian Polar Commission**, a separate agency, supports polar research through its mandate to develop, promote and disseminate knowledge of the polar regions. It carries out this mandate by co-operating with organizations, institutions and associations, in Canada and elsewhere, to undertake, support and publish studies, recognize achievements, and promote polar research and its application in Canada. It also reports on polar issues and the state of polar knowledge, and initiates and supports conferences, seminars and meetings.

The *Canadian High Arctic Research Station Act* establishes a new federal research organization that combines the resources and knowledge of the Canadian Polar Commission and the Canadian High Arctic Research Station. The new organization will be responsible for advancing Canada's knowledge of the Arctic and strengthening Canadian leadership in polar science and technology. The Act received Royal Assent on December 16, 2014, and will come into force on a date determined by the Governor in Council.

Strategic Outcomes and Program Alignment Architecture

1 Strategic Outcome: The Government

1.1 Program: Governance and Institutions of Government
- 1.1.1 Sub-Program: First Nation Governments
- 1.1.2 Sub-Program: Aboriginal Governance Institutions and Organizations

1.2 Program: Aboriginal Rights and Interests
- 1.2.1 Sub-Program: Negotiations of Claims and Self-Government Agreements
- 1.2.2 Sub-Program: Specific Claims
- 1.2.3 Sub-Program: Consultation and Accommodation
- 1.2.4 Sub-Program: Métis Relations and Rights Management, and Non-Status Indian Relations

1.3 Program: Management and Implementation of Agreements and Treaties

2 Strategic Outcome: The People

2.1 Program: Education
- 2.1.1 Sub-Program: Elementary and Secondary Education
- 2.1.2 Sub-Program: Post-Secondary Education

2.2 Program: Social Development
- 2.2.1 Sub-Program: Income Assistance
- 2.2.2 Sub-Program: National Child Benefit
- 2.2.3 Sub-Program: Assisted Living
- 2.2.4 Sub-Program: First Nations Child and Family Services
- 2.2.5 Sub-Program: Family Violence Prevention

2.3 Program: First Nations Individual Affairs
- 2.3.1 Sub-Program: Registration and Membership
- 2.3.2 Sub-Program: Estates

2.4 Program: Residential Schools Resolution
- 2.4.1 Sub-Program: Independent Assessment Process
- 2.4.2 Sub-Program: Reconciliation
- 2.4.3 Sub-Program: Support to the Truth and Reconciliation Commission

3 Strategic Outcome: The Land and Economy

3.1 Program: Aboriginal Entrepreneurship
- 3.1.1 Sub-Program: Business Capital and Support Services
- 3.1.2 Sub-Program: Business Opportunities

3.2 Program: Community Economic Development
- 3.2.1 Sub-Program: Lands and Economic Development Services
- 3.2.2 Sub-Program: Investment in Economic Opportunities
- 3.2.3 Sub-Program: Administration of Reserve Land
- 3.2.4 Sub-Program: Contaminated Sites (On Reserve)

3.3 Program: Strategic Partnerships

3.4 Program: Infrastructure and Capacity
- 3.4.1 Sub-Program: Water and Wastewater
- 3.4.2 Sub-Program: Education Facilities
- 3.4.3 Sub-Program: Housing
- 3.4.4 Sub-Program: Other Community Infrastructure and Activities
- 3.4.5 Sub-Program: Renewable Energy and Energy Efficiency
- 3.4.6 Sub-Program: Emergency Management Assistance

3.5 Program: Urban Aboriginal Participation

4 Strategic Outcome: The North

4.1 Program: Northern Governance and People
- 4.1.1 Sub-Program: Political Development and Intergovernmental Relations
- 4.1.2 Sub-Program: Nutrition North
- 4.1.3 Sub-Program: Climate Change Adaptation

4.2 Program: Northern Science and Technology
- 4.2.1 Sub-Program: Northern Contaminants
- 4.2.2 Sub-Program: Science Initiatives

4.3 Program: Northern Land, Resources and Environmental Management
- 4.3.1 Sub-Program: Petroleum and Minerals
- 4.3.2 Sub-Program: Contaminated Sites
- 4.3.3 Sub-Program: Land and Water Management

5.1 Program: Internal Services

AANDC's Program Alignment Architecture Crosswalk from 2014–2015 to 2015–2016

The following changes to the AANDC 2015–2016 Program Alignment Architecture (PAA), from that of the 2014–2015 PAA, are minor.

The Government

The former 1.2.4: Métis and Non-Status Indian Relations and Métis Rights Management sub-program has been reframed as Métis Relations and Rights Management, and Non-Status Indian Relations to provide improved clarity on program activities.

The People

The former 2.4.1: The Common Experience Payment sub-program has been removed, as the program has concluded.

The Land and Economy

The former 3.2: Community Development Program was adjusted to Community Economic Development to add emphasis to an "Economic" focus.

Organizational Priorities

This section summarizes the Department's key cross-cutting priorities, and the plans to support meeting those priorities that AANDC will focus on in the coming year and beyond.

These priorities are also integrated into Section II of this report, along with important ongoing work, providing a more detailed overview of all expected results against the Department's strategic outcomes. AANDC also continues to work towards internal management priorities leading to service improvements, transformation, and greater accountability and transparency within the Government of Canada. These management priorities are outlined in greater detail on the Departmental website.

All of this work is underpinned by the Department's ongoing and increasing work with partners to ensure programs are more responsive, in both the North and the South. It is important to note that, due to the unique challenges and opportunities of the North, the Government of Canada established a comprehensive Northern Strategy in 2009. While AANDC continues to lead and co-ordinate the efforts of federal departments and agencies in delivering Canada's Northern Strategy, plans in support of this Strategy are now reflected across the Department's four cross-cutting priorities.

In 2015–2016 AANDC will focus on the following priorities:

1. Advancing Rights and Reconciliation
2. Enabling Economic Participation and Job Creation
3. Improving Outcomes for Children, Youth and Families
4. Enhancing Accountability, Transparency and Governance

Priority 1: Advancing Rights and Reconciliation

Ongoing priority aligned to the Government, the People and the North Strategic Outcomes

Why is this a priority? In 2015–2016, AANDC will continue to foster positive relationships between the government and Aboriginal organizations through its continued role in addressing the legacy left behind by the Indian Residential School System. In addition, it will continue to address Aboriginal rights and settle past grievances by providing clarity over the use, management and ownership of lands and resources through the negotiation and implementation of various claims, self-government agreements or out-of-court settlements. Addressing Aboriginal rights is essential for meaningful reconciliation and productive Crown–Aboriginal relationships going forward. Plans that support meeting this priority include:

- addressing section 35[1] rights (*Constitution Act, 1982*) and promoting better socio-economic outcomes and economic self-sufficiency for Aboriginal communities, and economic growth for all Canadians;
- updating section 35 policies and programs to more effectively advance comprehensive land claim and self-government negotiations;
- creating and maintaining ongoing partnerships for the management and implementation of comprehensive land claims and self-government agreements, and continuing to engage federal government departments and agencies regarding their roles in negotiating and implementing their obligations pursuant to these agreements;
- continuing to work with the Province of British Columbia and First Nations to negotiate modern treaties in the British Columbia treaty process;
- leading, on behalf of the Government of Canada, the implementation of the Indian Residential Schools Settlement Agreement, and contributing to a reconciliation agenda moving forward; and
- in partnership with Inuit stakeholders, supporting Inuit land claim organizations to undertake activities related to the Nanilavut Project in their respective regions.

[1] Section 35 of the *Constitution Act, 1982* recognizes and affirms the existing Aboriginal and treaty rights of the Aboriginal peoples of Canada.

Priority 2: Enabling Economic Participation and Job Creation
Ongoing priority aligned to the People, the Land and Economy and the North Strategic Outcomes

Why is this a priority? Economic development and job creation remain an important priority for AANDC as the Department continues to identify and seize opportunities, and responds to new and changing economic conditions, both domestically and internationally. An estimated 400,000 Aboriginal youth will attain labour force age by 2026, which provides an unprecedented opportunity to leverage investments in job and skills training and employment readiness for Aboriginal youth in order to fill crucial labour shortages. In Canada's North, streamlining regulatory regimes and removing barriers to investments are vital to supporting economic growth and providing opportunities for Northerners, while protecting the environment. Full participation in sustainable economic development opportunities is one of the key factors for the prosperity of Aboriginal and Northern individuals and communities. Plans that support meeting this priority include:

- facilitating business and community readiness for Aboriginal participation in major projects, such as natural resource development, infrastructure and other procurement opportunities, through collaboration with government and non-governmental partners;
- focusing the Strategic Partnerships Initiative on supporting community readiness so communities are better prepared to engage with industry partners;
- enhancing access to capital for public and commercial financing by implementing an initiative to attract private and commercial capital and leverage Government of Canada funding for Aboriginal Financial Institutions that support Aboriginal entrepreneurs;
- increasing access to financing for First Nation governments through the *First Nations Fiscal Management Act*;
- implementing the modernized *Indian Oil and Gas Act*, regulations and systems to attract further investment on reserve lands;
- modernizing key land and environmental policies, processes and tools to address gaps in the effective execution of land and environmental management responsibilities, including by continuing to implement expansion of the First Nations Land Management Regime;
- strengthening income support services and preparedness to improve the employment readiness of community members through Enhanced Service Delivery;
- continuing to implement the Post-Secondary Partnerships Program, which will help prepare First Nation and Inuit students to join the labour market and be successful in the 21st century economy;
- continuing the construction of the Canadian High Arctic Research Station (CHARS) and the implementation of its Science and Technology programming, and advancing proposals for the future governance of CHARS;
- implementing changes to northern regulatory regimes in order to ensure that strong and effective regimes are in place to support and enhance the North's resource economy and devolution to territorial governments; and
- continuing to advance sound management of land, water and environmental resources, and the remediation of contaminated sites in the North for the benefit of Northerners and Canadians.

Priority 3: Improving Outcomes for Children, Youth and Families
Ongoing priority aligned to the People and the North Strategic Outcomes

Why is this a priority? Currently, 646,620 Aboriginal people (46%) are under the age of 25. Focusing on education, as well as addressing the social determinants of health, including poverty, nutrition and infrastructure issues, are essential to improving the well-being and quality of life of Aboriginal children, youth and families. Improving social policies and programs, while continuing to fund the delivery of social programs, such as access to nutritious perishable food in the North, are key to meeting this priority. Addressing the risks and vulnerabilities that act as socio-economic barriers to educational

achievement and labour market participation will help build safer, more resilient, and self-sufficient Aboriginal communities and individuals. Plans that support meeting this priority include:

- working with willing and able partners on reform efforts in support of First Nations control of education, ultimately leading to improved outcomes for First Nation students, allowing them to acquire the skills needed to enter the labour market and be full participants in a strong Canadian economy;
- continuing to build organizational capacity and expertise of First Nations to deliver educational services to elementary and secondary First Nation students ordinarily resident on reserve;
- continuing to collaborate with tripartite education partners on elementary and secondary education reform;
- working to improve social policies and programs that emphasize the safety and security of Aboriginal women, children and families through prevention and protection services;
- continuing to support the health and well-being of First Nation communities by working with First Nations and other stakeholders, under the provisions of the *Safe Drinking Water for First Nations Act*, to develop regulations for water and wastewater and reduce systems risk;
- modernizing Indian registration and integrating business processes to issue the Secure Certificate of Indian Status in a single-window, seamless process for first-time applicants;
- supporting affordable access to perishable, nutritious foods in isolated northern communities through Nutrition North Canada; and
- reforming social programs to improve outcomes for First Nation communities by strengthening partnerships with provinces and the Yukon in areas of Income Assistance and Child and Family Services programs.

Priority 4: Enhancing Accountability, Transparency and Governance
Ongoing priority aligned to the Government, the Land and Economy and the North Strategic Outcomes and Internal Services

Why is this a priority? Good governance is a fundamental foundation of healthy institutions. To support Aboriginal communities in strengthening their governments, organizations and institutional capacity, AANDC will continue to focus on renovating programs and policies to increasingly move away from a national, one-size-fits-all approach in favour of community-led development. In the North, the Department will continue to facilitate the growth of strong, effective and efficient government structures. Plans that support meeting this priority include:

- negotiating an agreement-in-principle on the devolution of land and resource management responsibilities to the Government of Nunavut;
- supporting capable and accountable First Nation governments through the implementation of the *First Nations Elections Act*, to provide First Nations with an improved legislative alternative, and encouraging them to consider opting in;
- continuing to develop and foster positive relationships between the Government of Canada and Aboriginal organizations, provinces/territories, domestic and international partners, and other partners through the negotiation and implementation of comprehensive land claims and self-government agreements;
- implementing program reforms to better coordinate land-use planning, infrastructure and emergency planning, to address barriers to governance capacity development, and to strengthen First Nations emergency management capacity;
- working towards enhanced control by First Nations and/or First Nation legal entities over water and wastewater infrastructure; and
- improving and standardizing transfer payment management practices for First Nations and other recipients, implementing initiatives to improve accountability and oversight within the Government of Canada and the Department, such as joint collaborative work with Health Canada to improve the management of transfer payments.

More information on the Department's Management priorities[xxv] can be found on AANDC's website.

Risk Analysis

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Aboriginal Relationship Risk	• Continue to engage with the Assembly of First Nations to identify and advance key priorities of mutual concern, and strengthen relationships with Inuit, Métis and Urban Aboriginal representative organizations. • Continue to improve critical programs (e.g. Education, Income Assistance, Water and Wastewater) that directly benefit communities and individuals. • Continue to implement reconciliation initiatives. • Streamline departmental processes to increase flexibility and reduce administrative burden for recipients. • Implement a results-based approach to comprehensive land-claim and self-government negotiations, and work with Aboriginal groups and provinces/territories to harmonize consultation processes. • Formalize agreements with Aboriginal partners to help define and clarify roles and responsibilities.	Aboriginal Relationship Risk is linked to and impacts all areas of the PAA
Legal Risk	• Bring together resource allocation and priority setting exercises using a risk-based management lens through the annual AANDC — Department of Justice Memorandum of Understanding. • Streamline approaches and increase consistency in transactions, with a view to reducing risk as well as reducing costs (e.g. standardized commercial lease templates). • Allow for advanced search capability and more efficient reporting against the Departmental litigation case inventory. • Advance the eDiscovery file to standardize the litigation hold process, ensuring departmental legal obligations are met. • Develop lessons learned based on experiences collecting modern documents on key cases. This information will inform procedures for both document retention across the Department and for document collection in the context of litigation. In addition, in partnership with the Department of Justice, AANDC has developed a Best Practices Protocol for Streamlining the Document Production Process. • Facilitate sophisticated categorization, measurement and description of non-legal risk stemming from litigation, with a view to mitigating not only the legal risk but also the operational, business, financial and policy/program risks.	Legal Risk is linked to and impacts the following programs of the PAA: Aboriginal Rights and Interests Management and Implementation of Agreements and Treaties Education Social Development
Environmental Risk	• Collaborate with Environment Canada to maximize funding available through the Federal Contaminated Sites Action Plan to support continued assessment and remediation of AANDC contaminated sites. • Develop a strategy with Indian Oil and Gas Canada to address orphan wells in Ontario. • Maintain robust governance structures and processes for the larger contaminated sites in the North and implement the site stabilization plan for Giant Mine in the Northwest Territories to address urgent environmental risks. • Monitor the implementation of the new Environmental Review Process and build on the "Community Land Use Planning On Reserve" pilot project to better integrate environmental matters in community economic development planning. • Continue to better assess potential adaptation measures for vulnerable First Nation communities and regions in the South. • Implement a Structural Disaster Mitigation Framework to allow First Nation communities to implement structural mitigation activities to strengthen their infrastructure against extreme weather events and other disasters. • Support reforms to strengthen environmental regulations and legislation (north and south of 60°) and update existing policies, guidelines and tools as well as develop and implement a solid waste management strategy on reserve.	Environmental Risk is linked to and impacts the following programs of the PAA: Northern Land, Resources and Environmental Management Community Economic Development

These risks should be considered in the context of the opportunities and challenges AANDC faces as it delivers its mandate and contributes to the achievement of the Government of Canada's priorities.

The Department funds or delivers programs and services to diverse groups of people (First Nations, Inuit, Métis and Northerners) with varied and distinct needs and priorities, who live in a range of communities throughout the country — from remote northern settlements with extreme climates, to urban metropolitan areas. In Canada, 1.4 million people identify themselves as Aboriginal.

The majority of programs and services funded by AANDC are delivered by Aboriginal communities or through partnerships with provincial and territorial governments, and with Aboriginal and Northern organizations. Accordingly, achieving successful outcomes often depends on all partners working together to address the challenges facing First Nations, Inuit and Métis communities.

The Supreme Court of Canada and other court rulings on Aboriginal and treaty rights have a major impact on AANDC's mandate and the way the Department works to fulfill the Crown's legal obligations. Canada's historic relationship with Aboriginal peoples and the ongoing refinement of constitutional concepts and questions contribute to the potential landmark court decisions and significant financial liabilities for the Government of Canada.

AANDC's responsibilities are shaped by unique demographic and geographic challenges, as well as centuries of Canadian history. At the same time, the changing national, social, economic and political landscape strongly influences AANDC's priorities and how funding is provided to First Nations, provinces, territories and other recipients for the delivery of services. A key factor in Canada's changing demographic landscape is the dynamic Aboriginal population, which is young and growing at twice the rate of the Canadian population overall.

Furthermore, the North presents many opportunities while posing many challenges. It is vitally important to streamline the regulatory regimes and remove the barriers to private sector investment, which will support economic growth and help provide opportunities for Northerners, while also protecting the environment and respecting obligations under Northern land claim agreements. Achieving a balance between facilitating resource development and protecting the environment will be a significant ongoing challenge.

To address the complexity of this operating environment and the associated risks, AANDC has established a governance structure for risk management, including a Corporate Risk Profile that identifies risk for management and review.

Planned Expenditures

Aboriginal Affairs and Northern Development Canada

Budgetary Financial Resources (dollars)				Human Resources (FTEs[a])		
2015–2016 Main Estimates	2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
8,187,417,868	8,187,417,868	7,513,181,423	6,998,339,055	4,477	3,830	3,830

[a] FTEs are Full-Time Equivalents.

The year-over-year changes in funding and associated FTEs primarily reflect an increase in funding to meet the demand for ongoing First Nation and Inuit programs and services, offset by reductions related to the sunsetting of targeted funding. This includes funding for the implementation of the Indian Residential Schools Settlement Agreement, the Federal Contaminated Sites Action Plan, and investments provided to improve First Nations water and wastewater infrastructure. Decreases also reflect changes in the approved funding profile and associated FTEs for the negotiation, settlement and implementation of specific and comprehensive claims.

Budgetary Planning Summary for Strategic Outcomes and Programs (dollars)

Strategic Outcomes, Programs and Internal Services	2012–2013 Expenditures	2013–2014 Expenditures	2014–2015 Forecast Spending	2015–2016 Main Estimates	2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending
Strategic Outcome: The Government							
Governance and Institutions of Government	484,410,694	484,218,256	423,929,048	389,416,006	389,416,006	389,179,639	389,388,770
Aboriginal Rights and Interests[a]	674,086,734	485,123,423	864,779,068	868,880,226	868,880,226	845,138,033	349,780,650
Management and Implementation of Agreements and Treaties[b]	717,808,669	715,832,560	742,458,778	740,282,191	740,282,191	792,625,691	747,327,336
Subtotal	**1,876,306,097**	**1,685,174,239**	**2,031,166,894**	**1,998,578,423**	**1,998,578,423**	**2,026,943,363**	**1,486,496,756**
Strategic Outcome: The People							
Education	1,734,756,058	1,775,804,549	1,792,862,939	1,779,502,873	1,779,502,873	1,810,138,112	1,844,531,697
Social Development	1,709,912,535	1,723,318,991	1,738,996,783	1,711,936,209	1,711,936,209	1,751,974,423	1,760,241,788
First Nations Individual Affairs[c]	37,059,921	33,836,437	31,684,582	25,732,113	25,732,113	25,723,607	25,726,818
Residential Schools Resolution	593,297,435	574,379,693	647,432,211	441,605,934	441,605,934	0	0
Subtotal	**4,075,025,949**	**4,107,339,670**	**4,210,976,515**	**3,958,777,129**	**3,958,777,129**	**3,587,836,142**	**3,630,500,303**
Strategic Outcome: The Land and Economy							
Aboriginal Entrepreneurship	n/a	n/a	43,202,571	42,637,318	42,637,318	42,637,318	42,637,318
Community Economic Development[d]	n/a	n/a	221,211,347	213,382,395	213,382,395	206,871,466	205,912,966
Strategic Partnerships	n/a	n/a	33,247,534	39,586,727	39,586,727	39,586,727	30,336,727
Infrastructure and Capacity[e]	1,073,406,412	1,038,948,588	1,267,859,739	1,252,453,270	1,252,453,270	1,119,493,600	1,142,193,775
Urban Aboriginal Participation	n/a	51,708,349	53,440,346	53,457,622	53,457,622	29,679,663	29,679,663
Aboriginal Economic Development[f]	238,105,460	224,607,972	n/a	n/a	n/a	n/a	n/a
Federal Administration of Reserve Land[g]	112,438,523	133,423,081	n/a	n/a	n/a	n/a	n/a
Subtotal	**1,423,950,395**	**1,448,687,990**	**1,618,961,537**	**1,601,517,332**	**1,601,517,332**	**1,438,268,774**	**1,450,760,449**

Strategic Outcomes, Programs and Internal Services	2012–2013 Expenditures	2013–2014 Expenditures	2014–2015 Forecast Spending	2015–2016 Main Estimates	2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending
Strategic Outcome: The North							
Northern Governance and People	136,472,218	170,331,482	146,005,021	150,430,663	150,430,663	132,180,760	133,267,760
Northern Science and Technology	12,862,568	13,504,948	48,120,301	48,961,314	48,961,314	63,036,220	40,759,122
Northern Land, Resources and Environmental Management	176,818,376	238,498,638	217,803,078	195,493,907	195,493,907	38,888,485	31,579,730
Subtotal	**326,153,162**	**422,335,068**	**411,928,400**	**394,885,884**	**394,885,884**	**234,105,465**	**205,606,612**
Strategic Outcome: Office of the Federal Interlocutor (Pursuant to the revised Program Alignment Architecture for 2013–2014, the Office of the Federal Interlocutor Strategic Outcome was reorganized/realigned in 2013–2014 and future years)							
Urban Aboriginal Strategy[h]	52,255,804	n/a	n/a	n/a	n/a	n/a	n/a
Métis and Non-Status Indian Organizational Capacity Development[i]	14,814,062	n/a	n/a	n/a	n/a	n/a	n/a
Métis Rights Management[j]	7,870,718	n/a	n/a	n/a	n/a	n/a	n/a
Subtotal	**74,940,584**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**
Internal Services	**318,766,155**	**375,954,708**	**352,678,141**	**233,659,100**	**233,659,100**	**226,027,679**	**224,974,935**
Total	**8,095,142,342**	**8,039,491,675**	**8,625,711,487**	**8,187,417,868**	**8,187,417,868**	**7,513,181,423**	**6,998,339,055**

[a] Previously entitled Co-operative Relationships (renamed under the 2014–2015 PAA).
[b] Previously entitled Treaty Management (renamed under the 2014–2015 PAA).
[c] Previously entitled Managing Individual Affairs (renamed under the 2014–2015 PAA).
[d] Previously entitled Community Development (established under the 2014–2015 PAA).
[e] Previously entitled Community Infrastructure (renamed under the 2014–2015 PAA).
[f] The Aboriginal Economic Development program was restructured under the new Program Alignment Architecture for 2014–2015, with the funding realigned to the Aboriginal Entrepreneurship, Community Development and Strategic Partnerships programs.
[g] The Federal Administration of Reserve Land program was restructured under the new Program Alignment Architecture for 2014–2015, with the funding realigned to the Community Development, and Infrastructure and Capacity programs.
[h] Funding for 2013–2014 and future years was realigned to the Urban Aboriginal Participation program pursuant to the revised PAA for 2013–2014.
[i] Funding for 2013–2014 and future years was realigned to the Governance and Institutions of Government and Co-operative Relationships programs pursuant to the revised PAA for 2013–2014.
[j] Funding for 2013–2014 and future years was realigned to the Co-operative Relationships program pursuant to the revised PAA for 2013–2014.

Overall, the year-over-year changes primarily reflect an increase in funding to meet the demand for ongoing First Nation and Inuit programs and services, as well as changes in targeted funding for major initiatives, including: implementation of the Indian Residential Schools Settlement Agreement, the Federal Contaminated Sites Action Plan, investments to improve First Nations education and water and wastewater infrastructure, funding for the construction of the Canadian High Arctic Research Station and the implementation of the associated Science and Technology Program, obligations under the Northwest Territories Lands and Resources Devolution Agreement, funding for on-reserve costs incurred by provincial/territorial or other emergency management organizations as required under the Emergency Management Assistance Program, improvements in the incentives in the on-reserve Income Assistance Program to encourage those who can work to access training so they are better equipped for employment, and changes in the approved funding profile for the negotiation, settlement and implementation of specific and comprehensive claims. In addition, changes reflect government-wide efforts to identify efficiencies and streamline departmental operations, while protecting delivery of programs to First Nations. For additional explanation of the overall expenditure trend, please refer to the Departmental Spending Trend subsection in Section I of this report; for additional discussion of variations in the planned spending by program, please refer to Section II.

Canadian Polar Commission

Budgetary Financial Resources (dollars)				Human Resources (FTEs)		
2015–2016 Main Estimates	2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
2,574,085	2,574,085	2,572,885	2,572,885	9	9	9

Budgetary Planning Summary for Strategic Outcomes and Programs (dollars)

Strategic Outcomes, Programs and Internal Services	2012–2013 Expenditures	2013–2014 Expenditures	2014–2015 Forecast Spending	2015–2016 Main Estimates	2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending
Strategic Outcome: Increased Canadian Polar Knowledge							
Research Facilitation and Communication	988,110	2,259,236	2,100,172	2,087,258	2,087,258	2,086,298	2,086,298
Internal Services	329,625	330,773	490,904	486,827	486,827	486,587	486,587
Total	**1,317,735**	**2,590,009**	**2,591,076**	**2,574,085**	**2,574,085**	**2,572,885**	**2,572,885**

Alignment of Spending with the Whole-of-Government Framework

Aboriginal Affairs and Northern Development Canada

Alignment of 2015–2016 Planned Spending with the Whole-of-Government-Framework[xxvi]

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2015–2016 Planned Spending (dollars)
The Government	Governance and Institutions of Government	Social Affairs	A diverse society that promotes linguistic duality and social inclusion	389,416,006
	Aboriginal Rights and Interests	Social Affairs		868,880,226
	Management and Implementation of Agreements and Treaties	Economic Affairs	Strong economic growth	740,282,191
The People	Education	Social Affairs	A diverse society that promotes linguistic duality and social inclusion	1,779,502,873
	Social Development	Social Affairs		1,711,936,209
	First Nations Individual Affairs	Social Affairs		25,732,113
	Residential Schools Resolution	Social Affairs		441,605,934
The Land and Economy	Aboriginal Entrepreneurship	Economic Affairs	Strong economic growth	42,637,318
	Community Economic Development	Economic Affairs		213,382,395
	Strategic Partnerships	Economic Affairs		39,586,727
	Infrastructure and Capacity	Economic Affairs		1,252,453,270
	Urban Aboriginal Participation	Economic Affairs	Income security and employment for Canadians	53,457,622
The North	Northern Governance and People	Social Affairs	Healthy Canadians	150,430,663
	Northern Science and Technology	Economic Affairs	An innovative and knowledge-based economy	48,961,314
	Northern Land, Resources and Environmental Management	Economic Affairs	A clean and healthy environment	195,493,907

Total Spending by Spending Area

Spending Area	Total Planned Spending (dollars)
Economic Affairs	2,586,254,744
Social Affairs	5,367,504,024
International Affairs	—
Government Affairs	—

Canadian Polar Commission

Alignment of 2015–2016 Planned Spending with the Whole-of-Government-Framework

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2015–2016 Planned Spending (dollars)
Increased Canadian Polar Knowledge	Research Facilitation and Communication	Economic Affairs	A clean and healthy environment	2,574,085

Total Spending by Spending Area

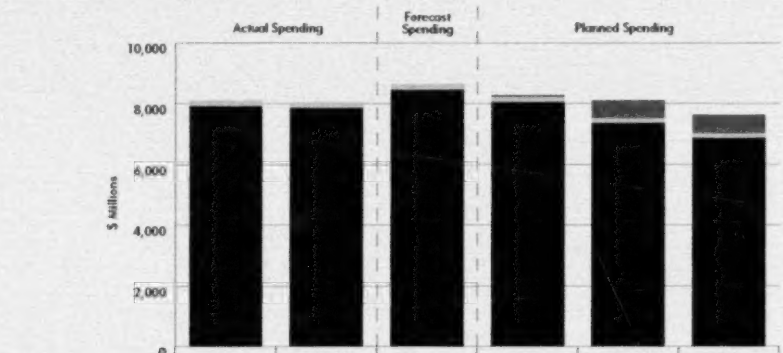
Spending Area	Total Planned Spending (dollars)
Economic Affairs	2,574,085

Departmental Spending Trend

Over the 2012–2013 to 2015–2016 period, planned spending will increase slightly by about $0.1 billion (from $8.1 billion in 2012–2013 to $8.2 billion in 2015–2016). However, it should be noted that there are significant new investments during this period, which are offset by the sunset of targeted funding and reductions stemming from government-wide efforts to improve the efficiencies of its operations. The major changes in funding over this period are as follows:

- An increase in funding to meet the demand for ongoing First Nation and Inuit programs and services;
- An increase in funding for accelerating the resolution of specific claims;
- An increase in funding for the Federal Contaminated Sites Action Plan;
- An increase in funding for the construction of the Canadian High Arctic Research Station and the implementation of the associated Science and Technology Program;
- A decrease reflecting the approved cash flow for obligations stemming from the implementation of the Indian Residential Schools Settlement Agreement;
- Government-wide efforts to identify efficiencies and streamline departmental operations, while protecting delivery of programs to First Nations;
- A decrease to meet obligations under the Northwest Territories Lands and Resources Devolution Agreement;
- A decrease reflecting the sunset of targeted funding provided through Economic Action Plan 2012 for the development of systems and supports to ensure readiness for First Nation education legislation and to support the construction and/or renovation of schools on reserve; and
- A decrease reflecting the approved funding profile for improvements in the incentives in the on-reserve Income Assistance Program to encourage those who can work to access training so they are better equipped for employment.

Planned spending over the 2015–2016 to 2017–2018 period diminishes primarily because of reductions related to the sunsetting of targeted funding. This includes funding for the implementation of the Indian Residential Schools Settlement Agreement, the Federal Contaminated Sites Action Plan, and investments provided to improve First Nations water and wastewater infrastructure. Decisions on the future of these initiatives will be made in future budgets and reflected in future estimates. Spending decreases also reflect changes in the approved funding profile for the negotiation, settlement and implementation of specific and comprehensive claims.



	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Sunset Programs - Anticipated	—	—	—	92	588	624
Statutory	182	186	193	146	162	139
Voted	7,914	7,853	8,433	8,041	7,351	6,860

Decisions on the future of sunset programs will be taken in future budgets and reflected in future Estimates.

Estimates by Vote

For information on the Aboriginal Affairs and Northern Development Canada's organizational appropriations, consult the *2015–16 Main Estimates*[xxvii] on the Treasury Board of Canada Secretariat website.

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome: The Government

Support good governance, rights and interests of Aboriginal peoples

Program 1.1: Governance and Institutions of Government

Description

This Program provides support to First Nation governments, as well as Aboriginal governance institutions and organizations through core and targeted programming. The intent of this support is to facilitate capacity development in the Aboriginal public service, the elected leadership, and entities that administer aggregate services on behalf of or to First Nation governments and their communities. Transparent and accountable First Nation governments attract investment, create opportunities, and effectively support their citizens. Transparent and accountable institutions and organizations strengthen the fabric of Aboriginal governments across Canada, assist Aboriginal communities and their governments in attracting investment, and support Aboriginal participation in the Canadian economy. Ultimately, good governance practices are essential for active Aboriginal participation in Canadian society and the economy.

Budgetary Financial Resources (dollars)				Human Resources (FTEs)		
2015–2016 Main Estimates	2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
389,416,006	389,416,006	389,179,639	389,388,770	420	420	420

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Transparent and accountable First Nation governments and institutions.	Percentage of First Nations with their Audited Consolidated Financial Statements and Schedule of Remuneration and Expenses available to their community members.[a]	100%	By September 30, 2016
	Percentage of First Nations free of default.[b]	75%	By March 31, 2016

[a] Available to their community is defined as publicly available on the Internet within 120 days of the end of the financial year.
[b] Default as defined by the Department's Default Prevention Management Policy.

Planning Highlights

- Implement the *First Nations Elections Act* to provide First Nations with an improved legislated alternative and encourage First Nations to consider opting in.
- Continue research and analysis on Indian registration, Band membership and Citizenship.
- Address barriers to governance capacity through program reform.
- Build strategic partnerships and tools to support investments in Aboriginal community planning and capacity development.
- Support program delivery and capacity development through Aboriginal institutions.

Sub-Program 1.1.1: First Nation Governments

Description

This sub-program supports the core operations and capacity development of First Nation Governments, including the professional development of their personnel. Support for community development and capacity building will be through collaborative, co-ordinated and targeted community-driven investments, leveraging partnership wherever possible. Funds are provided through direct transfer payments towards the costs of core functions of government, such as law-making, financial management and administration, and executive leadership. In addition, the sub-program provides guidance and develops legislation supporting transparent and accountable governance. Typical activities include — but are not limited to — assistance in establishing governance and associated capacities, processes and mechanisms (such as by-law making authority and election processes).

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
373,200,797	372,714,430	373,228,561	417	417	417

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Enhanced governance capacity of First Nation Governments.	Percentage of First Nations who have submitted a proposal/ plan and have received funding for the development or implementation of a Governance Capacity Plan.	80%	By March 31, 2016
	Percentage of First Nations scoring low risk on the Governance section of the General Assessment.[a]	70%	By March 31, 2016

[a] The General Assessment is a tool that supports the management of funding agreements. It was designed to provide a more recipient-focused, risk-based approach to transfer payment management.

Planning Highlights

- Strengthen governance capacity by breaking down barriers through consolidation, simplification and modernization of the Indian Government Support Programs[xxviii].
- Contribute to community development and capacity building through strategic partnerships, community planning, internal change management, and tools development.

Sub-Program 1.1.2: Aboriginal Governance Institutions and Organizations

Description

This sub-program supports aggregate program delivery as well as aggregate capacity development through Aboriginal governance institutions and organizations at the local, regional and national level dedicated to developing and supporting Aboriginal governments in the exercising of their responsibilities. It also supports institutions providing technical support to First Nation governments, in the areas of taxation and financial management, to carry out their legislative mandate under the *First Nations Fiscal Management Act*. Implementation support to First Nation governments for the *Family Homes on Reserves and Matrimonial Interests or Rights Act* is also provided. Funds are provided through transfer payments to organizations and institutions with demonstrated expertise in supporting First Nation governments to enhance capacity for service delivery and professional development.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
16,215,209	16,465,209	16,160,209	3	3	3

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Governance institutions and organizations have the capacity to support First Nations.	Percentage of governance institutions and organizations scoring low risk on the General assessment.	80%	By March 31, 2016

Planning Highlights

- Support the implementation of the *Family Homes on Reserves and Matrimonial Interests or Rights Act* through the Centre of Excellence for Matrimonial Real Property[xxix].
- Enhance supports for Aboriginal community development and capacity building through aggregate Aboriginal institutions by:
  - Continuing to support governance institutions delivering programs on behalf of, or providing capacity development and technical support to, First Nation governments in areas such as taxation and financial management; and
  - Tribal councils and other Aboriginal capacity development organizations supporting the implementation of member First Nation and Inuit governance capacity plans.

Program 1.2: Aboriginal Rights and Interests

Description

This Program seeks to strengthen collaboration between governments and Aboriginal groups through mutual respect, trust, understanding, shared responsibilities, accountability, dialogue and negotiation concerning the rights and interests of Aboriginal peoples. Partnerships will be established helping to contribute to the strengthening of the social, economic and cultural well-being of Aboriginal communities which conditions support more active participation in Canadian society. The Program also addresses constitutional and historic obligations and public policy by: negotiating agreements that achieve clarity with respect to law-making authority and the ownership, use and control of lands and resources; addressing specific claims; dealing with special claims; developing multi-partner processes in areas identified by Aboriginal groups and the federal government; and supporting effective and meaningful consultation with Aboriginal groups and their representation in federal policy and program development.

Budgetary Financial Resources (dollars)				Human Resources (FTEs)		
2015–2016 Main Estimates	2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
868,880,226	868,880,226	845,138,033	349,780,650	365	243	243

The decrease in 2016–2017 primarily reflects the sunset of funding and associated FTEs for *Justice at Last: Specific Claims Action Plan*, and the sunset of funding and associated FTEs to support comprehensive claims and self-government negotiations across Canada, partially offset by additional funding for specific claims, which was reprofiled from 2013–2014 to 2016–2017. The decrease in 2017–2018 reflects the sunset of the additional funding for specific claims, which was reprofiled from 2013–2014 to 2016–2017.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Strengthened collaboration between governments and Aboriginal groups.	Number of policies and processes in place supporting strengthened collaboration between governments and Aboriginal groups.	12	By March 31, 2016

Planning Highlights

- Address section 35 rights (*Constitution Act, 1982*) and promote economic self-sufficiency for Aboriginal communities, and economic growth for all Canadians through the negotiation of comprehensive land claims and self-government agreements, incremental treaty agreements, non-treaty agreements and other processes.
- Continue the impact assessment of Aboriginal self-government arrangements to assess the socio-economic outcomes and benefits of Aboriginal self-government.

Sub-Program 1.2.1: Negotiations of Claims and Self-Government Agreements

Description

Canada is committed to the negotiation of claims and self-government agreements as the best means for reconciling Aboriginal rights required under section 35 of the *Constitution Act, 1982* with Crown sovereignty to the benefit of all Canadians. Canada is also committed to negotiating self-government agreements outside of the Aboriginal rights context to address aspirations for greater Aboriginal autonomy and self-reliance and to promote good governance. With the participation of provincial and territorial governments, Canada negotiates claims and self-government agreements that provide Aboriginal groups with a solid foundation for self-reliance and for the improvement of social, cultural and economic conditions within their communities.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
87,163,078	40,460,426	41,854,768	235	146	146

The decrease in 2016–2017 reflects the sunset of funding and associated FTEs to support comprehensive claims and self-government negotiations across Canada.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Certainty and clarity with respect to law-making authority and the ownership, use and control of land and resources.	Percentage of objectives reached as identified in the negotiations action plans.	80%	By March 31, 2016

Planning Highlights

- Continue to negotiate land claims, self-government, special claims, and other processes including out-of-court settlements.
- Continue to increase efficiency and improve Canada's internal processes in land claims and self-government.
- Respond to the recommendations in the report prepared by the Ministerial Special Representative, Douglas Eyford, who led the national engagement process on reforming the Comprehensive Land Claims Policy.
- Continue to research, analyze, develop policies and guidelines, provide advice and seek feedback from stakeholders on issues related to Canada's negotiation of Aboriginal self-government and comprehensive claims.
- Continue to address Canada's consultation and accommodation obligations with regard to overlapping claims.
- Continue to work with the Province of British Columbia and First Nations to negotiate modern treaties in the British Columbia treaty process.

Sub-Program 1.2.2: Specific Claims

Description

Specific claims are claims made by a First Nation against the federal government that relate to the administration of land and other First Nation assets, and to the fulfillment of Indian treaties. The Specific Claims sub-program is an alternative dispute resolution option in which First Nations may participate on a voluntary basis. Key activities include the assessment of the historical and legal facts of the claim; the negotiation of a settlement agreement if it has been determined that there is an outstanding lawful obligation; payment of monetary compensation to First Nations, pursuant to the terms of a settlement agreement or award of the Specific Claims Tribunal; and participating in proceedings before the Specific Claims Tribunal. The government made the resolution of specific claims a priority when it announced the Specific Claims Action Plan in 2007, and reiterated its commitment to resolve claims in the 2010 Speech from the Throne. More recently, in the Federal Budget of 2013, funds were identified to continue to ensure that specific claims are addressed fairly and promptly. Resolving specific claims fairly and expeditiously addresses the legal rights of, and provides justice to First Nation claimants, discharges outstanding legal obligations of the Crown, and provides certainty for all Canadians.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
733,370,302	758,754,184	262,040,944	83	50	50

The decrease in 2016–2017 reflects the sunset of funding and associated FTEs for *Justice at Last: Specific Claims Action Plan*, partially offset by additional funding for specific claims, which was reprofiled from 2013–2014 to 2016–2017. The decrease in 2017–2018 reflects the sunset of the additional funding for specific claims.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Canada fulfills its long-standing obligations to First Nations arising from treaties, and the administration of lands, Band funds and other assets.	Percentage of claims assessed within the legislated three-year time frame.	Claims in assessment: 100%	By March 31, 2016
	Number of settlement offers extended to First Nation claimants.	Settlement offers extended: 45	By March 31, 2016

Planning Highlights

- Continue to address and conclude specific claims through:
  - Reviewing claim submissions against the minimum standard for the information required for a specific claim to be filed, as well as the form and manner for presenting the information;
  - Filing claims with the Minister of Aboriginal Affairs and Northern Development;
  - Assessing and accepting specific claims for negotiation;
  - Settling claims that have been accepted for negotiation by means of settlement agreements;
  - Paying compensation in accordance with settlement agreements and awards of the Specific Claims Tribunal; and
  - Participating in proceedings of the Specific Claims Tribunal.
- As required by the *Specific Claims Tribunal Act*, the five-year review of the mandate and structure, and the efficiency and effectiveness of the Specific Claims Tribunal, will continue.

Sub-Program 1.2.3: Consultation and Accommodation

Description

This sub-program provides support to internal and external stakeholders to maintain collaboration with Aboriginal groups and their representatives. It includes contributions to a representative organization for engagement on developing policy and programs, and advice on how to engage community members on the development of a community plan. In the context of the duty to consult, this support takes several forms, including assistance to federal departments/agencies in fulfilling the Crown's duty to consult; engagement with Aboriginal groups and representatives, provinces and territories, and industry with regard to that duty; and contributions in the context of consultation protocols/arrangements.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
43,068,437	40,695,585	40,657,288	45	45	45

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Assistance provided in fulfilling the Crown's legal duty to consult and, where appropriate, accommodate when Crown conduct may adversely affect Aboriginal or Treaty rights.	Number of instances where advice is provided to support federal officials in fulfilling the Crown's duty to consult.	7,000 instances where advice was provided.	By March 31, 2016

Planning Highlights

- Continue to support federal officials in achieving effective consultation processes and improved relationships with Aboriginal groups through:
  - Enhanced policy and operational guidance (guiding principles, guidelines, training);
  - Negotiating and implementing consultation protocols/arrangements with other jurisdictions and Aboriginal groups;
  - Ongoing improvements to the functionality and content of the Aboriginal and Treaty Rights Information System[xxx] (ATRIS), a web-based system that indicates the location of Aboriginal communities and provides information pertaining to their potential or established Aboriginal or treaty rights on a mapping system. The purpose of ATRIS is to help federal officials address their consultation obligations; and
  - Refinements to the new Aboriginal Representative Organizations process launched in 2014–2015, designed to simplify and clarify the process for recipients.

Sub-Program 1.2.4: Métis Relations and Rights Management, and Non-Status Indian Relations

Description

This sub-program aims to enhance the capacity, stability and accountability of both Métis and Non-Status Indian Aboriginal Representative Organizations to represent their members, and to build partnerships with federal and provincial governments, and with the private sector. The sub-program also works more specifically with Métis Aboriginal Representative Organizations to develop and standardize "objectively verifiable membership systems" for Métis people, in accordance with the Supreme Court of Canada decision in *Powley* in 2003.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
5,278,409	5,227,838	5,227,650	2	2	2

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Métis and Non-Status Indian Aboriginal Representative Organizations effectively represent their members.	Percentage of Métis and Non-Status Indian Aboriginal Representative Organizations that provide baseline financial information, which is made available to their members.	75% of Métis and Non-Status Indian Aboriginal Representative Organizations provide financial information that is made available to their members.	By March 31, 2016
Objectively verifiable Métis membership systems are in place and in use.	Canadian Standards Association (CSA) standards are established (to support objectively verifiable membership systems).	CSA standards approved.	By March 31, 2016

Planning Highlights

- Improve governance and accountability functions, and build capacity for Métis membership systems.
- Provide Métis and Non-Status Indian representative organizations with funding subject to availability consistent with departmental priorities, improving organizational governance, supporting concrete action on economic development.
- Continue to provide strategic policy advice on key Métis and Non-Status Indian issues.

Program 1.3: Management and Implementation of Agreements and Treaties

Description

This Program aims to create and maintain ongoing partnerships to support both pre- and post-1975 treaties to fulfill Canada's legal obligations while considering Aboriginal rights and interests. This program supports Aboriginal communities in articulating their interests, participating in economic activities, and managing and developing land and resources, where applicable. It also helps to demonstrate the importance of treaties and related partnerships between the Crown and Aboriginal peoples. This is achieved by honouring Canada's obligations as set out in final settlement agreements, and by improving collaboration between Canada and Aboriginal peoples, and between Canada and pre- and post-1975 Treaty Aboriginal groups. Creating and maintaining partnerships that honour pre- and post-1975 treaties contributes to strengthened, healthy, self-reliant and sustainable Aboriginal communities while promoting delivery of programs and services vital to the health and advancement of Aboriginal citizens.

Budgetary Financial Resources (dollars)				Human Resources (FTEs)		
2015–2016 Main Estimates	2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
740,282,191	740,282,191	792,625,691	747,327,336	80	80	80

The year-over-year differences primarily reflect changes in the approved funding profiles for the implementation of various comprehensive claims and self-government agreements.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Creation and maintenance of ongoing partnerships to support treaty structures.	Number of meetings held with treaty partners to maintain and support implementing structures, such as Implementation Committees and treaty commissions.	28[a]	By March 31, 2016
	Percentage of objectives reached, as identified in the negotiations action plans for Treaty Commissions and pre-1975 Treaty Tables.	75%	By March 31, 2016

[a] Source: Treaty Obligation Monitoring System and treaties.

Planning Highlights

- Create and maintain ongoing partnerships to support relationships and structures by, for example, leading federal government representation on Implementation Committees and collaborating with all signatories to fulfill Canada's obligations and make progress on mutual goals.
- Continue to co-ordinate and administer financial arrangements with respect to comprehensive land-claim agreements and self-government agreements through the administration of Fiscal Financing Agreements and transfer of expenditures to Aboriginal peoples.
- Continue to table annual reports in Parliament on the activities of the signatories to comprehensive land claims and self-government agreements.
- Continue to implement and develop tools to support government departments/agencies in meeting Canada's legal obligations regarding Comprehensive Land Claims and Self-Government Agreements, and deliver enhanced training and operational guidance to support officials' capacity to assess and ensure the accuracy of the data to increase use of the Treaty Obligation Monitoring System, a tool used to monitor Canada's obligations concerning comprehensive land claims and self-government agreements.
- Continue to advise federal departments on their responsibility for reporting on contracting and procurement in land claim areas.
- Review and renew implementation plans, which include negotiations of implementation funding.
- Continue implementation plan negotiations and initiate negotiations with Aboriginal groups.
- Negotiate outstanding implementation issues under existing agreements and legislation, including land-claim agreements and out-of-court settlements.

Strategic Outcome: The People

Individual, family and community well-being for First Nations and Inuit

Program 2.1: Education

Description

This Program supports First Nation and Inuit students in achieving educational outcomes comparable to those of other Canadians. Education is generally a provincial/territorial responsibility but, as a matter of policy, AANDC funds elementary and secondary education for First Nation students ordinarily resident on reserve. The Education Program also provides financial support for post-secondary education to eligible First Nation and Inuit students. The overarching goal of AANDC's Education programming is to provide eligible First Nation and Inuit students with quality education and ultimately, the opportunity to acquire the skills needed to enter the labour market and be full participants in a strong Canadian economy.

Budgetary Financial Resources (dollars)				Human Resources (FTEs)		
2015–2016 Main Estimates	2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
1,779,502,873	1,779,502,873	1,810,138,112	1,844,531,697	277	277	277

The year-over-year differences primarily reflect ongoing increased demand for education programs.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
First Nation and Inuit students enabled, through funding, to achieve levels of education comparable to other Canadians.	Percentage of First Nation students ordinarily resident on reserve who graduate from high school.	Incremental increase year after year.	Ongoing
	Number of First Nation and Inuit Post-Secondary Student Support Program (PSSSP) students who graduate with a post-secondary degree/diploma/certificate.	Due to reporting timelines and data availability, the baseline for this data will be established in 2014–2015.	Reporting against the established baseline will begin in 2014–2015.
	Percentage of First Nation and Inuit population with post-secondary degree/certificate.	Incremental increase over five years relative to the 2011 National Household Survey.[a]	Ongoing

[a] Baseline, i.e. Registered Indians 20–54 years 39.0% (19.4% for 20–24 years, 43.3% for 25–54 years). Inuit 20–54 years 31.5% (15.1% for 20–24 years, 35.7% for 25–54 years).

Planning Highlights

- Continue to engage willing partners to advance work on education reform and improve First Nations education outcomes.
- Continue to build the capacity of First Nations to provide education services and supports that will lay the foundation for strong education systems and better education outcomes.

Sub-Program 2.1.1: Elementary and Secondary Education

Description

This sub-program supports First Nation students ordinarily resident on reserve, or designated organizations delivering First Nation education services, to provide eligible elementary and secondary on-reserve students with education services comparable to those of their provincial counterparts. Funds are allocated to pay salaries for on-reserve school teachers and other instructional services, reimburse tuition for on-reserve students who attend provincial schools, provide student support services (e.g. transportation), and enhance education services (e.g. curriculum and language development, teacher recruitment and retention, community and parent engagement in education, and Information Communication Technology capacity). It also supports school access to resources for students with identified high-cost special education needs. Investments are also made to support longer-term improvements in education outcomes by implementing school success plans, student learning assessments, and school performance measurement systems, and by advancing existing tripartite education partnerships with First Nations, provinces and the Government of Canada. The goals are to increase students' achievement levels in reading, writing and mathematics; encourage students to remain in school (student retention) and graduate; require schools to conduct student learning assessments and put in place performance measurement systems that allow schools to assess, report on, and take steps to accelerate progress made by schools and students. In addition, the Elementary and Secondary Education sub-program includes a number of initiatives that support culturally appropriate education activities, including cultural education centres. It also provides supports to First Nation and Inuit youth to transition from secondary school to post-secondary education or the workplace through programs such as the First Nations Inuit Youth Employment Strategy.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
1,432,693,714	1,457,170,156	1,484,695,782	258	258	258

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
First Nation students progress in their elementary and secondary education.	The percentage of students on reserve who meet or exceed standard assessment for literacy and numeracy in the province of reference (at the testing interval adopted by that province, referenced by gender and province). Calculations are based on data provided, and only for students who were tested.	Improvements year over year.	Reporting against baseline by March 31, 2016; Baseline to be established in 2013–2014.

Reporting on data for this indicator is only required for First Nation Student Success Program recipients.

Planning Highlights

- Support the work with willing First Nation partners to establish First Nation education governance reform models, such as First Nation Education Authorities, and ensure readiness to pursue self-government agreements in education that will improve education service delivery.
- Continue to work with Employment and Social Development Canada to implement the recommendations in the program evaluation of the Youth Employment Strategy.

For further information on AANDC investments in school infrastructure refer to sub-program 3.4.2: Education Facilities.

Sub-Program 2.1.2: Post-Secondary Education

Description

The objective of this sub-program is to help increase access to post-secondary institutions and enable success, including increased graduation rates, in post-secondary education for eligible First Nation and Inuit students. The sub-program provides funding to Band Councils, Tribal Councils or regional First Nation education organizations to assist eligible students pay for tuition fees, books, travel, and living expenses (when applicable)[2]. It provides financial support to eligible First Nation and Inuit students for university and college entrance preparation programs offered in Canadian post-secondary institutions, to enable them to attain the academic level required for entrance to degree and diploma credit programs. Resources are also available to post-secondary education institutions for the research, design and delivery of college and university level courses for First Nation and Inuit students, as well as for research and development on First Nation and Inuit education. AANDC also funds Indspire, a national, registered non-profit organization, to provide scholarships and deliver programs, such as career conferences, to help them pursue academic or career opportunities.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
346,809,159	352,967,956	359,835,915	19	19	19

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
First Nation and Inuit post-secondary students progress in their programs of study.	Percentage of Post-Secondary Student Support Program (PSSSP) funded students who completed their academic year and were funded the next academic year.	Target under development. Due to reporting timelines and data availability, the baseline for this data will be established in 2014–2015.	Reporting against established baseline will begin in 2014–2015.
	Percentage of First Nation and Inuit students, funded through PSSSP, who continue in the program beyond the first year of their program of study.	Target under development. Due to reporting timelines and data availability, the baseline for this data will be established in 2014–2015.	Reporting against established baseline will begin in 2014–2015.

Planning Highlights

- Showcase the Aboriginal Bursaries Search Tool at venues, including Aboriginal career fairs, and during meetings with post-secondary institutions and education associations. The Aboriginal Bursaries Search Tool is a searchable list of more than 750 bursaries, scholarships and incentives available to Aboriginal students pursuing post-secondary education across Canada offered by governments, universities and colleges, private and public companies, individual Canadians, organizations and others.
- Continue to support the Post-Secondary Student Support Program and the University and College Entrance Preparation Program to provide financial support to First Nation and eligible Inuit students.
- Continue to support First Nation and Inuit students pursuing post-secondary education by funding Indspire, an organization that offers scholarships and bursaries, the Indspire awards, career conferences and activities that promote post-secondary education and career paths.
- Continue to support Cape Breton University's Purdy Crawford Chair in Aboriginal Business Studies to encourage business studies by Aboriginal students.
- Continue to deliver the Post-Secondary Partnerships Program in a timely manner to develop/deliver courses with stronger relationships to labour market needs. This program will assist Canadian post-secondary institutions in the design and delivery of college and university level courses that respond to the education needs of First Nation and Inuit students.

[2] AANDC does not generally fund students directly but rather allocates funds to First Nations and First Nation organizations to support students. In exceptional circumstances, where an appropriate organization is not in place, the Department can fund students directly.

Program 2.2: Social Development

Description

This Program funds five social programs (Income Assistance, Assisted Living, National Child Benefit, Child and Family Services, and Family Violence Prevention) that assist First Nation individuals and communities to become more self-sufficient, protect individuals and families at risk of violence, provide prevention supports that allow individuals and families to better care for their children, and support greater participation in the labour market. The Program assists First Nation men, women and children to achieve greater independence and self-sufficiency in First Nation communities across Canada by providing funds to First Nations, First Nation organizations, provinces and others that provide individual and family services to on-reserve residents (and Yukon First Nation residents). These services help First Nation communities meet basic and special needs, support employability and an attachment to the workforce, and support the safety of individuals and families. Through these five social programs, First Nations are better able to advance their own development, leverage opportunities and actively contribute to the broader Canadian economy and society.

Budgetary Financial Resources (dollars)				Human Resources (FTEs)		
2015–2016 Main Estimates	2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
1,711,936,209	1,711,936,209	1,751,974,423	1,760,241,788	151	151	151

The year-over year differences primarily reflect ongoing increased demand for social development programs, as well as adjustments to the approved funding profile (including the sunset in 2017–2018) for improvements in the incentives in the on-reserve Income Assistance Program to encourage those who can work to access training so they are better equipped for employment.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
First Nation men, women and children are active participants in social development within their communities.	Percentage of communities using innovative community-driven approaches to program delivery.	Baseline + 1% annually	Baseline established using 2013–2014 data.

Planning Highlights

- Through Enhanced Service Delivery, participating First Nation organizations and communities will develop and implement innovative approaches to manage income assistance clients, contributing to greater participation of First Nation youth in the economy.
- In accordance with the Action Plan to Address Family Violence and Violent Crimes Against Aboriginal Women, continue to fund First Nation communities to provide shelters, co-ordinate violence prevention efforts with other government departments and organizations, and promote greater prevention initiatives.
- Support innovative, community-driven approaches for program delivery, including:
  - Pilot projects to reduce the reporting burden;
  - Initiatives to streamline services across departments to reduce duplication of programs and services;
  - Risk-based funding approaches to provide greater flexibility with program expenditures; and
  - Promotion of data-sharing agreements with key stakeholders.
- Strengthen service delivery practices and eligibility requirements through compliance reviews (using a national framework).
- Implement an updated Social Programs National Manual.
- Promote greater accountability among provinces and First Nation organizations in their delivery of Child and Family Services.

Sub-Program 2.2.1: Income Assistance

Description

This sub-program provides funding to First Nations, First Nation organizations, and the province of Ontario (under the 1965 agreement) to assist eligible individuals and families living on reserve who are in financial need. This sub-program funds basic and special needs in alignment with the rates and eligibility criteria of reference provinces or territories. The sub-program also funds the delivery of pre-employment services designed to help clients transition to, and remain in, the workforce. The Income Assistance sub-program has four main components: basic needs, special needs, pre-employment supports and service delivery. The expected result of the Income Assistance sub-program is an improved quality of life through the reduction of poverty and hardship on reserve, as well as improved participation in, and attachment to, the workforce.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
892,578,801	921,085,223	917,014,045	77	77	77

The year-over-year difference reflects adjustments to the approved funding profile (including the sunset in 2017–2018) for improvements in the incentives in the on-reserve Income Assistance Program to encourage those who can work to access training so they are better equipped for employment.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Improved participation in, and attachment to, the workforce.	Percentage of Income Assistance beneficiaries, aged 16–64, that exit to employment or education.	Baseline + 1% annually	Baseline established using 2013–2014 data.
	Percentage of Income Assistance beneficiaries, aged 16–64, who participate in Active Measures.	Baseline + 1% annually Historical Results: 2011–2012: 5% 2012–2013: 9%	By March 31, 2017
	Income Assistance Dependency Rate.	Baseline -0.25% annually Historical Results: 2007–2008: 36.2% 2008–2009: 36.5% 2009–2010: 36.2% 2010–2011: 34.4% 2011–2012: 34.2% 2012–2013: 33.6%	By March 31, 2017

Planning Highlights

- In collaboration with Employment and Social Development Canada, continue to invest in Enhanced Service Delivery and the First Nations Job Fund.
- Continue to work in partnership with First Nations, provinces and territories to improve participation in, and attachment to, the workforce for people living on reserve.
- Conduct compliance reviews to ensure the program is delivered in alignment with provincial/territorial eligibility requirements, provincial/territorial rate schedules and other program terms and conditions.
- Contribute to fund daycare services for First Nation families in Ontario and Alberta.

Sub-Program 2.2.2: National Child Benefit

Description

The National Child Benefit (NCB) sub-program is a federal/provincial/territorial partnership child poverty reduction initiative; the lead federal department is Employment and Social Development Canada. The NCB has two components: a financial benefits component (the federal Canada Child Tax Benefit and National Child Benefit Supplement, and provincial/territorial integrated child benefits) and a reinvestment component (the National Child Benefit Reinvestment [NCBR]). Under the financial benefits component, the Department provides funding to the Yukon Territorial Government for the cost of the Yukon Child Benefit paid to First Nation families. Under the reinvestment component, AANDC provides funding for community-based supports and services for children in low-income families. The five activity areas for the NCBR on reserve are child care, child nutrition, support for parents, home-to-work transition and cultural enrichment. The expected results of the NCB components are a reduction in the incidence, depth and effects of child poverty.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
53,103,355	53,103,355	53,103,355	7	7	7

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Reduction in the incidence, depth and effects of child poverty.	Percentage of Income Assistance clients and dependents with children aged 0–17 who participated in Active Measures.	Baseline + 1% annually	Baseline established using 2015–2016 data.
	Food security[a] (of families with children on reserve).	Within 10% (+/-) of rate off-reserve	By March 31, 2024

[a] The Government of Canada endorsed the 1996 UN World Food Summit definition of food security as: "when all people at all times have physical and economic access to sufficient, safe, nutritious food to maintain their dietary needs and food preferences for a healthy and active life."

Planning Highlights

- Continue to work collaboratively with Employment and Social Development Canada (the lead federal department on the National Child Benefit) in partnership with provinces, territories and First Nations to reduce the incidence, depth and effects of child poverty.
- Ensure that the appropriate National Child Benefit Reinvestment allocation for each region aligns with the level of support provided by provinces and territories to children off reserve.

Sub-Program 2.2.3: Assisted Living

Description

This sub-program is a residency-based program that provides funding to assist in providing non-medical social support services so seniors, adults with chronic illness, and children and adults with disabilities (mental and physical) can maintain functional independence and achieve greater self-reliance. There are three major components to the sub-program: in-home care, adult foster care and institutional care. The latter is for eligible individuals in need of personal non-medical care on a 24-hour basis. The Assisted Living sub-program is available to all individuals residing on reserve, or ordinarily resident on reserve, who have been formally assessed by a health care professional (in a manner aligned with the relevant provincial or territorial legislation and standards) as requiring services, and who do not have the means to obtain such services themselves. The expected result for the Assisted Living sub-program is that in-home, group-home and institutional care supports are accessible to low-income individuals to help maintain their independence for as long as possible.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
87,141,911	88,511,443	90,484,481	18	18	18

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
In-home, group-home and institutional care supports are accessible to low-income individuals, to help maintain their independence for as long as possible.	Percentage of clients whose assessed needs are met.	Baseline + 1% annually	Baseline established using 2014–2015 data.

Planning Highlights

- Continue managing the Assisted Living Program to improve the alignment of its components with provincial programming and with on-reserve service offered by Health Canada.
- Assess opportunities to align income-tested supports to ensure that the full spectrum of benefits is available to eligible on-reserve residents in care in an institutionalized setting.

Sub-Program 2.2.4: First Nations Child and Family Services

Description

This sub-program provides funding to assist in ensuring the safety and well-being of First Nation children ordinarily resident on reserve by supporting culturally appropriate prevention and protection services for First Nation children and families in accordance with provincial or territorial legislation and standards. The sub-program supports four activity areas/streams: developmental funding for new organizations, maintenance funding for costs associated with maintaining a child in care, operations funding for staffing and administrative costs of an agency, and prevention funding. In 2007, the First Nations Child and Family Services (FNCFS) sub-program began shifting to an Enhanced Prevention Focused Approach (EPFA). This is consistent with provinces that have largely refocused their child and family services programs from protection to prevention services. The expected result for the FNCFS sub-program is to have a more secure and stable family environment for children ordinarily resident on reserve. The implementation of the EPFA is expected to improve services, family cohesion and life outcomes for First Nation children and families on reserve. AANDC also contributes to the funding of daycare services for First Nation families in Ontario and Alberta.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
658,904,484	669,066,744	679,432,249	38	38	38

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
First Nation children ordinarily resident on reserve are more secure and benefit from more stable environments.	Percentage of permanent[1] placements achieved, by type, out of the total number of children in care.	Baseline + 1% annually	Baseline established using 2013–2014 data
	Percentage of ethno-cultural placement matching.	Baseline + 1% annually Historical Results: 2006: 0% 2007: 0.1% 2008: 9.5% 2009: 10.1% 2010: 10.6% 2011: 11.9% 2012: 16.1%	By March 31, 2017

[1] For a definition of "permanency," please see http://cwrp.ca/sites/default/files/publications/en/NOM_Sept09.pdf, p. 5.

Planning Highlights

- Continue to monitor the implementation of the Enhanced Prevention Focused Approach through strengthened program management tools and guidelines, and an updated Social Programs National Manual.
- Continue to work in partnership with First Nations, provinces and Yukon to improve the First Nations Child and Family Services Program, with a focus on strengthening accountability over child welfare for all partners, clarifying roles and responsibilities, and increasing information sharing, compliance and early intervention activities.

Sub-Program 2.2.5: Family Violence Prevention

Description

This sub-program provides funding to assist First Nations in providing access to family violence shelter services and prevention activities for women, children and families ordinarily resident on reserve. There are two components to the sub-program: operational funding for shelters and proposal-based prevention projects, such as education campaigns, training, workshops and counselling to raise awareness of family violence in First Nation communities. The Family Violence Prevention Program (FVPP) also works to address issues related to Aboriginal women and girls. The expected result of the FVPP is the enhanced safety and security of First Nation women, children and families.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
20,207,658	20,207,658	20,207,658	11	11	11

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Women, children and families living on reserve are more safe and secure.	Number of communities, women and children accessing FVPP prevention and protection supports and services.	Shelter Target: Baseline + 1% annually for number of women and children accessing FVPP funded shelters.	Baseline established using 2013–2014 data
		Prevention Target: Baseline + 1% annually in the number of communities accessing prevention projects.	Baseline established using 2013–2014 data

Planning Highlights

- Continue to build partnerships, improve program co-ordination and enhance the capacity of shelters to offer services to those in need.
- Assess the potential to introduce multi-year funding arrangements for eligible recipients.

Program 2.3: First Nations Individual Affairs

Description

This Program contributes to ensuring federal stewardship of the legislative and administrative responsibilities of the federal government pertaining to registration, membership, status cards and estates. Results are achieved through direct client services and partnerships with First Nations to determine eligibility for registration under the *Indian Act*; issuing proof of registration documents, such as the Secure Certificate of Indian Status; and administering estates under the *Indian Act*. Through client-centric service delivery, the sound administration of individual affairs contributes to the well-being of First Nation individuals, families and communities.

Budgetary Financial Resources (dollars)				Human Resources (FTEs)		
2015–2016 Main Estimates	2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
25,732,113	25,732,113	25,723,607	25,726,818	236	236	236

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Registered Indians access programs, services and benefits to which they are entitled.	Number of Registered Indians.	No target for registration as it is a voluntary activity.	n/a
	Percentage of Registered Indians with an active Secure Certificate of Indian Status over the total registered population.[a]	90%	By March 31, 2020
Estates of deceased First Nations individuals are resolved in accordance with a will or the *Indian Act*.	Percentage of estate files opened for which executors and administrators are appointed.	100%	By March 15, 2016

[a] For measurement purposes, the measurement value in this performance indicator has been changed from "number" to "percentage" to better determine the difference between the registered population and those who have actually applied and received an active Secure Certificate of Indian Status. This change will make measurement more effective.

Planning Highlights

- Continue timely registration of individuals entitled to Indian status, including those applying pursuant to the *Gender Equity in Indian Registration Act*.
- Continue modernization of the Indian registration process, including implementing the next phases of the integration of registration and Secure Certificate of Indian Status issuance, which began April 1, 2014.
- Prepare for implementation of the new *Family Homes on Reserves and Matrimonial Interests or Rights Act* and the impact it will have on the estates regime of the *Indian Act*.

Sub-Program 2.3.1: Registration and Membership

Description

The *Indian Act* requires AANDC to maintain the Indian Register, determine entitlement to Indian registration and maintain departmentally controlled Band lists. Through direct client services and partnerships with First Nations, the sub-program seeks to register all those eligible pursuant to sections 5–7 of the *Indian Act*, and also issue proof of registration documents, such as the Secure Certificate of Indian Status, which identify those eligible to receive key programs and services available to registered Indians. Indian Registration Administrators have specific authorities delegated to them through the Indian Registrar to work on behalf of AANDC to support registration and activities related to issuing status cards. A current and accurate Indian Register and issuance of the Secure Certificate of Indian Status are fundamental to the effective and accountable delivery of federal programs and services for eligible users.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
21,979,941	21,971,435	21,974,646	202	202	202

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Applicants receive a decision on entitlement under the *Indian Act* within established service standards.	Percentage of registration applications for which a decision is rendered within service standards. Current standards: six months (entitlement) or eight months (adoption).	90%	By March 31, 2016
Eligible applicants receive Secure Certificate of Indian Status within service standards.	Percentage of eligible applicants issued a Secure Certificate of Indian Status within service standard. Current standard: 16 weeks from date that a completed application is received by the Department.	90%	By March 31, 2016

Planning Highlights

- Continue the transitional work of integrating the business processes for registering applicants and issuing the Secure Certificate of Indian Status into one seamless process for simple or first-time applications.
- Increase awareness of the Secure Certificate of Indian Status among eligible applicants across Canada, clarify the documentary requirements, and encourage eligible applicants to apply for the new card without delay.
- Continue Information Management and Information Technology modernization to support a new service delivery model for the Indian Registration System.

Sub-Program 2.3.2: Estates

Description

This sub-program is mandated to ensure the federal government's responsibilities, pursuant to sections 42 to 52 of the *Indian Act*, are met by developing policy and procedures, providing advice and appointing administrators for the management and administration of Indian estates (decedents, minors and dependent adults).

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
3,752,172	3,752,172	3,752,172	34	34	34

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Executors and administrators of wills and estates are appointed, as required under the authority of sections 43(a), 51 and 52 of the *Indian Act*.	Percentage of case files for which executors and administrators of wills and estates are appointed.	100%	By March 31, 2016
	Percentage of non-departmental executors and administrators appointed under the authority of section 43(a) of the *Indian Act*.	90%	By March 31, 2016 (maintaining this target annually thereafter)
First Nation individuals and communities have relevant knowledge of estate planning and administration.	Levels of satisfaction of workshop participants.	Target will be developed in 2015–2016.	By March 31, 2016

Planning Highlights

- Enhance awareness of estates management among First Nation individuals and communities.

Program 2.4: Residential Schools Resolution

Description

This Program supports a fair and lasting resolution to the legacy of Indian Residential Schools and promotes reconciliation with former students, their families and communities, and other Canadians. AANDC implements the Indian Residential Schools Settlement Agreement (IRSSA) — a multi-party negotiated settlement monitored by the courts — by resolving claims of abuse under the Independent Assessment Process and meeting the Government of Canada's obligations vis-à-vis the Truth and Reconciliation Commission. In addition to its legal obligations under IRSSA, AANDC promotes reconciliation between the Government of Canada and Aboriginal peoples, as well as between Aboriginal and non-Aboriginal peoples, through specific reconciliation initiatives. A fair resolution of the legacy of Indian Residential Schools contributes to improved relationships between Aboriginal peoples and other Canadians, and strengthens Aboriginal communities.

Budgetary Financial Resources (dollars)				Human Resources (FTEs)		
2015–2016 Main Estimates	2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
441,605,934	441,605,934	0	0	352	0	0

The year-over-year differences primarily reflect changes in the approved funding profile and associated FTEs to support the federal government's obligations resulting from the Indian Residential Schools Settlement Agreement (sunset in 2016–2017).

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
A fair resolution to the legacy of Indian Residential Schools is supported as set out in IRSSA.	Delivery of services (Independent Assessment Process) within established service standards related to the Settlement Agreement.	Deliver services as demonstrated in the sub-programs below.	The Indian Residential Schools Settlement Agreement will be completed when Canada meets its obligations.

Planning Highlights

- Continue to process and resolve Independent Assessment Process claims in a timely manner, including supporting 2,300 first hearings, reaching over 600 negotiated settlements, and releasing over 3,000 decisions to the parties.
- Continue to issue Article 12 decisions regarding requests to add new Indian Residential Schools to the Indian Residential Schools Settlement Agreement, if applicable.
- Continue to meet Canada's obligations vis-à-vis the Truth and Reconciliation Commission.
- Continue to provide corporate and administrative services to support the Indian Residential Schools Adjudication Secretariat's mandate to deliver the Independent Assessment Process.

Sub-Program 2.4.1: Independent Assessment Process

Description

As one of the compensation elements established under the Indian Residential Schools Settlement Agreement, the Independent Assessment Process (IAP) is a non-adversarial, out of court process for claims of sexual abuse, serious physical abuse, and other wrongful acts causing serious psychological consequences to the claimant. The IAP aims to bring a fair and lasting resolution to harm caused by residential schools through a claimant-centered and neutral process. Updates on the IAP are posted quarterly on the Department's website.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
432,761,067	0	0	335	0	0

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Canada's obligations for the Independent Assessment Process, as per the terms of the Settlement Agreement, are fulfilled.	Percentage of Negotiated Settlement fiscal-year targets resolved.	100%	By March 31, 2016
	Percentage of payments processed within service standards (20 days after appeal period, 80% of the time).	80%	By March 31, 2016

Planning Highlights

- Continue to fulfill Canada's obligations to the Independent Assessment Process by providing all mandatory research and documentation, locating and contacting alleged perpetrators, and case managing claims efficiently.
- Continue to support the resolution of Independent Assessment Process claims by attending all scheduled hearings and post-hearing activities, and by resolving claims through the Negotiated Settlement Process.
- Continue to support the Indian Residential Schools Adjudication Secretariat to:
  - Process and resolve all Independent Assessment Process claims in a fair and consistent manner;
  - Continue to release decisions in a timely manner; and
  - Implement targeted initiatives to resolve specific claim types, such as the Incomplete File Resolution Process and Lost Contact Protocol.

Sub-Program 2.4.2: Reconciliation

Description

This sub-program provides ongoing support for the implementation of the Indian Residential Schools Settlement Agreement (IRSSA) and promotes reconciliation between Canada and former Indian Residential School students, their families and communities, as well as between Aboriginal peoples and other Canadians. Reconciliation supports the implementation of IRSSA by working with the churches that ran the schools to ensure they fulfill their obligations under IRSSA, and by working with Health Canada as it provides health supports under IRSSA. The sub-program promotes reconciliation by developing and offering concrete gestures of reconciliation, which vary from year to year, with an emphasis on educating the public about the history and legacy of Indian Residential Schools, and supporting the development of curriculum and educational tools to bring the history of Indian Residential Schools into the classroom, and by leading the implementation of a departmental reconciliation framework.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
1,604,953	0	0	17	0	0

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Progress is made toward reconciliation between Aboriginal and non-Aboriginal Canadians through increased opportunities for awareness and understanding of the history and legacy of Indian residential schools and through the implementation of the departmental reconciliation framework.	Number of gestures of reconciliation and educational initiatives offered.	10 activities per year	By March 31, 2016

Planning Highlights

- Continue working with Health Canada to ensure that health supports are in place at all appropriate events, including Independent Assessment Process hearings.
- Work with other federal departments and agencies to develop gestures of reconciliation and support reconciliation efforts.

Sub-Program 2.4.3: Support to the Truth and Reconciliation Commission

Description

As per the Indian Residential Schools Settlement Agreement, the Government of Canada has an obligation to disclose to the Truth and Reconciliation Commission (TRC) all documents relevant to the TRC's mandate in an organized fashion.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
7,239,914	0	0	0	0	0

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Remaining relevant documents are disclosed to the TRC in an organized manner, as outlined in IRSSA.	Percentage of boxes potentially containing relevant material at Library and Archives Canada that are researched and disclosed to the TRC and/or sent to the National Research Centre (subject to privacy and disposition issues being resolved).[a]	100%	By March 31, 2016

[a] Current estimate of the total number of boxes is approximately 60,000, though this is subject to change due to the nature of historical research.

Planning Highlights

- Continue to meet Canada's obligations vis-à-vis the Truth and Reconciliation Commission, including the continued disclosure of Canada's relevant archival documents held at Library and Archives Canada.
- In addition, the Department will assist the Truth and Reconciliation Commission with the final phase of its mandate, including:
  - Coordinating high-level participation in the Truth and Reconciliation Commission's closing event;
  - Supporting the Truth and Reconciliation Commission in its associated closure activities; and
  - Responding to the Truth and Reconciliation Commission's Final Report.

Strategic Outcome: The Land and Economy

Full participation of First Nations, Métis, Non-Status Indians and Inuit individuals and communities in the economy

Program 3.1: Aboriginal Entrepreneurship

Description

Supporting Aboriginal entrepreneurship leads to greater participation in the economy and improved economic prosperity for Aboriginal Canadians. This Program is guided by the *Federal Framework for Aboriginal Economic Development* and its vision of strengthening Aboriginal entrepreneurship. The sub-programs within this Program work together to support the creation and growth of viable Aboriginal businesses by providing access to business capital, support services and business opportunities. In playing this key support role, the Program expects to influence longer-term Aboriginal business viability, leading to improved economic prosperity for Aboriginal Canadians.

Budgetary Financial Resources (dollars)				Human Resources (FTEs)		
2015–2016 Main Estimates	2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
42,637,318	42,637,318	42,637,318	42,637,318	42	42	42

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Creation and/or expansion of viable Aboriginal businesses.	Number of Aboriginal businesses created and expanded through the support of Aboriginal Financial Institutions (AFI).	1,000	By March 31, 2016
	Percentage of AFI-supported Aboriginal businesses actively repaying developmental loans.	80%	By March 31, 2016

Planning Highlights

- Build on strategic partnerships with the network of Aboriginal Financial Institutions and the National Aboriginal Capital Corporations Association by implementing a new suite of financial instruments to enhance access to capital by supporting greater private sector participation. This will provide greater flexibility to Aboriginal Financial Institutions on the amount and type of financial support provided to Aboriginal businesses and entrepreneurs.
- Implement an integrated procurement and business opportunities strategy by developing tripartite arrangements with key stakeholders (e.g. provinces, Aboriginal organizations and private sector proponents).

Sub-Program 3.1.1: Business Capital and Support Services

Description

This sub-program contributes to the expected result of the Aboriginal Entrepreneurship Program primarily through the provision of funding. Funding is provided to help a national network of Aboriginal Financial Institutions (AFIs), Aboriginal entrepreneurs and organizations, and non-Aboriginal organizations establish and maintain capital for Aboriginal business development. Funding also supports ongoing capacity to deliver business development services. The expected results of this sub-program are a sustainable network of AFIs delivering business development services, providing both non-repayable and repayable financing to Aboriginal entrepreneurs and communities, and supporting the creation or expansion of small- and medium- sized businesses.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
39,374,484	39,374,484	39,374,484	26	26	26

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
A sustainable network of Aboriginal Financial Institutions.	Percentage increase in the value of the AFI network's gross loan portfolio.[a]	1%	By March 31, 2016

[a] Gross Loan Portfolio based on data received from Aboriginal Financial Institutions and reported in fall of following fiscal year. As a result, there is a one-year lag on reporting results. Gross Loan Portfolio for 2012–2013 was $323,849,974.

Planning Highlights

- Complete the design and work towards the implementation of a Capital Attraction Tool to further support the sustainability of the Aboriginal Financial Institutions network and to enhance Aboriginal businesses' access to capital through the network or other capital sources.
- Implement the Aboriginal Business Financing Program, which will provide financial assistance to Aboriginal businesses and entrepreneurs who require additional financial assistance for business start-ups, acquisitions and expansions. The Aboriginal Business Financing Program will also provide financial assistance for business planning and business advisory services for existing and aspiring Aboriginal entrepreneurs.
- Support the Canadian Council for Aboriginal Business to conduct a research survey of Aboriginal Entrepreneurs which will help with the development of forward-looking program and policy proposals to address Aboriginal business financial and procurement gaps.

Sub-Program 3.1.2: Business Opportunities

Description

This sub-program contributes to the expected result of the Aboriginal Entrepreneurship Program by facilitating Aboriginal businesses' access to public and private sector business opportunities. Pursuant to the federal *Procurement Strategy for Aboriginal Businesses*, this sub-program enhances Aboriginal businesses participation in the federal procurement process by promoting and influencing federal departmental contract opportunities set asides and facilitating the bidding process for qualified Aboriginal businesses that support federal government priorities. In addition, the sub-program supports the identification of public and private sector business opportunities, and facilitates Aboriginal access to these opportunities through a variety of partnership and participation-based approaches. The expected result of this sub-program is that qualified Aboriginal businesses win federal and non-federal procurement contracts.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
3,262,834	3,262,834	3,262,834	16	16	16

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Aboriginal businesses win procurement contracts.	Percentage increase of federal procurement contracts value set aside for Aboriginal business.	5%	By March 31, 2016

Planning Highlights

- Implement an integrated procurement framework to support partnerships with private and public sector stakeholders, and continue to negotiate Aboriginal participation components including language in contracts that provide incentives for hiring Aboriginal businesses and create skill and business development opportunities, thereby enhancing Aboriginal labour force and business capacity.
- Continue to work with federal, Aboriginal, provincial/territorial and industry partners to maximize Aboriginal participation in major economic opportunities and key initiatives and sectors, such as the Federal Tourism Strategy, the Defense Procurement Strategy, the National Shipbuilding Procurement Strategy, Crown and International obligations, and Infrastructure projects.
- Target procurement research to support enhanced Aboriginal business participation in the public and private sectors business opportunities.
- Influence the availability of federal procurement opportunities for Aboriginal businesses through communications, outreach, training, negotiations with federal departments, and by facilitating Aboriginal business participation in the federal procurement process in a manner consistent with government procurement policy.

Program 3.2: Community Economic Development

Description

Supporting community development leads to greater participation in the economy and improved economic prosperity for Aboriginal Canadians. This Program is guided by the *Federal Framework for Aboriginal Economic Development* and its vision of Enhancing the Value of Aboriginal Assets, and supports activities that promote conditions for economic development. In playing this key support role, Community Economic Development programming expects to promote greater self-reliance and participation in the mainstream economy, and community well-being.

Budgetary Financial Resources (dollars)				Human Resources (FTEs)		
2015–2016 Main Estimates	2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
213,382,395	213,382,395	206,871,466	205,912,966	401	394	394

The year-over-year differences primarily reflect changes in the approved funding and associated FTEs for the Federal Contaminated Sites Action Plan (sunset in 2016–2017), the expansion of the First Nations Land Management Regime, and for the implementation of treaty land entitlement claims in Saskatchewan.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Enhanced conditions for First Nation and Inuit communities to pursue greater independence/self-sufficiency and sustainable economic development are in place.	Percentage of Band-generated revenue in relation to total revenue.[a]	13%	By March 31, 2016
First Nation land is available for economic development through permits and leasing.	Number of new leases and permits.	1,000	By March 31, 2016

[a] Due to reporting timelines for community audits, data for this indicator is not available until midway through the fiscal year. Therefore, results will be based on data from the previous fiscal year.

Planning Highlights

- Introduce improvements to reserve land administration and environmental management to address gaps in policies, processes and systems.
- Make targeted investments in economic development projects, such as industrial parks and shopping complexes, that can attract private sector business investments.

Sub-Program 3.2.1: Lands and Economic Development Services

Description

This sub-program contributes to the expected result of the Community Economic Development Program by providing critical support for communities to effectively build and manage a solid land base for economic development. Incentive-based funding will encourage and support First Nations who wish to take on additional land-management responsibilities under the *Indian Act*. It also supports an effective transition toward greater autonomy through modern land-management tools, such as the *First Nation Land Management Act* and the *First Nations Oil and Gas and Moneys Management Act*. Targeted funding is available to support training, capacity development, planning, and land and environmental management. The expected result is enhanced land and environment management and economic development capacity for First Nation and Inuit communities.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
132,226,043	137,901,021	136,942,521	259	259	259

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Enhanced land and environment management and economic development capacity for First Nation and Inuit communities.	Percentage of all permits, leases, and other land transactions managed by First Nation Land Management and Reserve Land and Environment Management Program participants.	65% of active transactions	By March 31, 2016
	Percentage of First Nation and Inuit communities providing economic development public services to their members.	70% of communities	By March 31, 2016

Planning Highlights

- Target environmental prevention and protection investments toward strengthening waste management capacity on reserve.
- Work with First Nation and Inuit communities, institutional partners and municipalities to build capacity and strengthen and integrate the planning process, including land use, strategic economic development, environmental management, and capital and emergency management.
- Build First Nations' capacity to manage their lands under the *Indian Act*, by increasing their participation in the Reserve Land and Environment Management program.
- Support First Nations in the developmental process of the *First Nations Land Management Act*.
- Continue to promote and expand the First Nations Land Management Regime in an efficient and cost-effective manner.
- Enhance the land and environmental management of First Nations Land Management work by providing funding to the First Nations Land Management Resource Centre to support capacity development and training for current and future entrants.

Sub-Program 3.2.2: Investment in Economic Opportunities

Description

This sub-program contributes to the expected result of the Community Economic Development Program by providing critical support for communities to support greater Aboriginal participation in large and complex economic opportunities. Targeted investments provide funding to First Nation and Inuit communities for a range of activities to support communities' pursuit of economic opportunities (including the adoption of regulations for complex commercial and industrial development projects through the *First Nation Commercial and Industrial Development Act*). These activities are crucial to partnering with the private sector and other levels of government to effectively participate in and benefit from such economic opportunities. The expected result of this sub-program is that private sector partnerships and investments will occur within First Nation and Inuit communities.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
35,705,717	35,698,033	35,698,033	10	10	10

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Private sector partnerships and investments occurring within First Nation and Inuit communities.	Projected leveraging investments within First Nation and Inuit communities.	2:1[a]	By March 31, 2016

[a] For every two dollars invested by AANDC, one dollar will be leveraged from sources outside the Department.

Planning Highlights

- Make investments to create the conditions in First Nation and Inuit communities that support their pursuit of desired commercial and resource development opportunities on reserve land.
- Using the optional *First Nation Commercial and Industrial Development Act*, assist First Nations seeking to develop major projects on reserve by creating federal regulations to protect the environment, as well as health and safety, in a similar manner to projects off reserve.

Sub-Program 3.2.3: Administration of Reserve Land

Description

This sub-program contributes to the expected result of the Community Economic Development Program through: the registration of rights and interests in reserve lands; the Federal Management of Oil and Gas Interests in Reserve Land program, which provides management and regulation for oil and gas development on First Nation reserve lands through Indian Oil and Gas Canada; defining reserve boundaries; and the administration of land management policies and processes, including additions to reserve. AANDC also administers band moneys (capital and revenue moneys) held within the Consolidated Revenue Fund for the use and benefit of bands and their members. Band moneys are managed pursuant to sections 61 to 69 of the *Indian Act*. The expected result of effective administration of reserve land is to ensure that the foundational tools for community and economic development are in place and that First Nations benefit from the administration of reserve land.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
32,110,069	28,954,393	28,954,393	121	121	121

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
First Nations benefit from the administration of reserve land.	Number of additions to reserve.[a]	36	By March 31, 2016
	Value of money collected by Indian Oil and Gas Canada on behalf of First Nations.	$120 million	By March 31, 2016

[a] An addition to reserve involves adding land to existing reserves and creating new reserves for legal obligations and community expansion.

Planning Highlights

- Support additions to reserve and improvements to leasing on reserve to better facilitate economic development.
- Introduce improvements to surveying on-reserve land by eliminating duplication in the survey process, introducing e-approvals to decrease approval times, and improving alignment of on-reserve survey standards with off-reserve regimes.
- Enhance the value of Aboriginal assets by supporting development of First Nation oil and gas resources, ensuring market-based returns for the benefit of the respective First Nations.
- Implement the *Indian Oil and Gas Act* and a new set of core regulations.

Sub-Program 3.2.4: Contaminated Sites (On Reserve)

Description

This sub-program contributes to the expected result of the Community Economic Development Program by supporting the assessment and remediation of contaminated sites on reserve lands and on any other lands under the Department's custodial responsibility. The expected results of this sub-program are three-fold: the risk to public health and safety is decreased, First Nation land is available for development, and federal liabilities related to the existence of contaminated sites are reduced.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
13,340,566	4,318,019	4,318,019	11	4	4

The year-over-year difference reflects changes to the approved funding and associated FTEs for the Federal Contaminated Sites Action Plan (sunset in 2016–2017).

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Decreased risk to public health and safety.	Number of Class 1 sites (sites with existing concerns for public health and safety) where risk reduction is occurring.	15	By March 31, 2016
First Nation land is available for development.	Number of contaminated sites completely remediated.	Five	By March 31, 2016
Federal liabilities related to the existence of contaminated sites are reduced.	Dollar reduction in total of known federal financial liabilities in confirmed contaminated sites at the beginning of the fiscal year.	$8 million	By March 31, 2016

Planning Highlights

- Assess suspected sites for possible contamination, rank for remediation based upon risk to human health and the environment, and invest in the remediation of contaminated sites, prioritizing those sites with the highest risk.
- Work with other partners to integrate the management of contaminated sites with other activities in reserve communities to leverage the mobilization of equipment and seek opportunities for other cost reductions or process efficiencies.

Program 3.3: Strategic Partnerships

Description

The Strategic Partnerships Initiative (SPI) is an innovative horizontal program intended to align federal efforts to support Aboriginal participation in complex economic opportunities, particularly large regional opportunities and major resource developments. SPI provides a mechanism for federal partners to collectively identify emerging opportunities, target investment decisions, and streamline program application and approval processes to support Aboriginal communities at the early stages of large and complex economic opportunities. In doing so, the initiative also helps build closer partnerships with non-federal partners, including provincial and territorial governments, the private sector, and Aboriginal communities. SPI contributes to the Land and Economy Strategic Outcome by aligning federal efforts, leveraging investments from other levels of government and the private sector, and addressing gaps in programming to ensure Aboriginal Canadians can participate in, and benefit from, priority regional opportunities and major resource developments.

Budgetary Financial Resources (dollars)				Human Resources (FTEs)		
2015–2016 Main Estimates	2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
39,586,727	39,586,727	39,586,727	30,336,727	78	78	78

The decrease in 2017–2018 reflects the approved funding profile for Aboriginal participation in West Coast Energy Development.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Investments are leveraged from other levels of government and the private sector.	Value of federal and non-federal funds leveraged under the Strategic Partnership Initiative.	$15 million	By March 31, 2016

Planning Highlights

- Expand SPI's outreach capabilities by increasing the number of program partners and eligible recipients.
- Support community economic readiness activities that enable communities to participate in major economic development opportunities, such as: supporting early engagement and partnership development, increasing community administrative and financial capacity, supporting business planning and jobs matching, supporting skills development and training, and providing information and resources so communities are better prepared to engage with partners and stakeholders.
- Lead the development and implementation of strategies under SPI to support Aboriginal participation in West Coast energy infrastructure developments in response to the recommendations of the Special Federal Representative on West Coast Energy Infrastructure.
- Continue to develop emerging opportunity profiles, environmental scans and federal action plans on upcoming major resource development opportunities.
- Continue to work with federal partners, using the flexibility provided by SPI's umbrella terms and conditions, to establish a process that enables a single-window approach to funding, and simplify and reduce the application and reporting burden for program recipients.

Program 3.4: Infrastructure and Capacity

Description

This Program supports First Nation communities in acquiring, constructing, owning, operating and maintaining a base infrastructure that protects their health and safety and enables their engagement in the economy. The Emergency Management Assistance sub-program supports the four pillars of emergency management on reserve: mitigation, preparedness, response and recovery. Other sub-programs provide funding and advice to support housing, capacity building, and community infrastructure, including water and wastewater systems, education facilities, roads and bridges, electrification, and community buildings. Ultimately, this program enables First Nations to participate more fully in the Canadian economy by establishing a base of safe infrastructure that meets established standards, and housing and infrastructure that meets the needs of First Nation communities as well as supporting the four pillars of emergency management.

Budgetary Financial Resources (dollars)				Human Resources (FTEs)		
2015–2016 Main Estimates	2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
1,252,453,270	1,252,453,270	1,119,493,600	1,142,193,775	254	197	197

The year-over-year differences primarily reflect ongoing increased demand for infrastructure programs, the sunset (in 2016–2017) of funding and associated FTEs provided in Economic Action Plan 2014 for the First Nations Water and Wastewater Action Plan, the sunset (in 2016–2017) of additional funding provided in Economic Action Plan 2012 to support the construction and/or renovation of schools on reserve, and the sunset (in 2016–2017) of funding and associated FTEs in support of clean energy programs to strengthen Canada's economy and improve its environmental performance.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
First Nation communities have a base of infrastructure that protects their health and safety and enables engagement in the economy.	Percentage of inspected AANDC-funded infrastructure assets projected to remain operational for their life-cycles.	Target will be set in 2015–2016 following first year of data collection.	n/a
	Percentage of First Nation drinking water systems with treated water that meets prescribed standards in the *Guidelines for Canadian Drinking Water Quality*.	87%	By March 31, 2019
	Percentage of First Nation wastewater systems producing treated wastewater that meets effluent quality regulations and guidelines.	70%	By March 31, 2019

Planning Highlights

- Continue to work with First Nations to deliver the Capital Facilities and Maintenance Program so its budget continues to be well managed, it produces improved outcomes based on value-for-money decisions, and its investments reflect national priorities.
- Continue work to address the regulatory gap on reserve to ensure First Nations have a base of safe infrastructure.
- Pursue new approaches for the management, financing and delivery of AANDC-funded on-reserve assets while exploring opportunities for public-private-partnerships, regional hubs to support asset management, and the bundling of project procurements in order to maximize value for money and increase program efficiency.

Sub-Program 3.4.1: Water and Wastewater

Description

This sub-program provides funding for the planning, design, construction, acquisition, operation and maintenance of water and wastewater systems, including: water supply, treatment and distribution; and wastewater collection, treatment and disposal. It also provides funding for co-ordination training and capacity building for activities related to water and wastewater facilities; identification of on-reserve water and wastewater infrastructure needs; development of water and wastewater infrastructure capital plans; and the design and ongoing implementation of management practices for water and wastewater facilities maintenance. The goal is to support First Nations in meeting health and safety standards and providing their residents with similar levels of service as those in off-reserve communities. First Nations identify their priorities and needs and present project proposals to the Department. Funding is provided for projects based on a priority assessment.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
329,731,850	193,663,133	193,657,879	76	25	25

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
First Nation communities have a base of safe drinking water and wastewater systems that meets established standards.	Percentage of First Nation drinking water systems that have low risk ratings.	54%	By March 31, 2019
	Percentage of First Nation wastewater systems that have low risk ratings.	65%	By March 31, 2019

Planning Highlights

Enhanced capacity building and operators training:

- Establish an enhanced operator training and/or a centralized approach to service delivery (e.g. hub-model service provider) for on-reserve water and wastewater system management; and
- Increase accountability through enhanced oversight (based on risk) of operation and maintenance funding, including maintenance management.

Enforceable Water and Wastewater Regulations:

- Continue to work with First Nations, provincial and territorial governments and other stakeholders to develop federal regulations to ensure access to safe, clean and reliable drinking water, the effective treatment of wastewater, and the protection of water sources on First Nation lands;
- Continue to implement the strategy to support First Nation compliance with the future regulations under the *Safe Drinking Water for First Nations Act*, which came into effect November 1, 2013; and
- Continue to support First Nation compliance with Environment Canada's *Wastewater Systems Effluent Regulations*, effective since June 29, 2012.

Capital investments:

- Continue to prioritize capital investments to target high- and medium-risk water/wastewater systems.

Sub-Program 3.4.2: Education Facilities

Description

This sub-program supports the provision of funding for the planning, design, construction/acquisition, renovation, repair, replacement, operation and maintenance of band-operated elementary and secondary education facilities (including school buildings, teacherages[3] and student residences) and any related facility services. This sub-program also supports the provision of funding for the acquisition, replacement, and repair of furniture, equipment and furnishing for schools, teacherages and student residences; and for the identification of education facility needs, and the development of education facility plans; and the design and ongoing implementation of maintenance management practices. As well, this sub-program supports the provision of funding for agreements with provincial school boards for the planning, design, construction and acquisition of facilities for the elementary and secondary education of First Nation children.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
222,096,636	207,506,731	207,497,446	17	17	17

The year-over-year difference primarily reflects ongoing increased demand for infrastructure programs, offset by the sunset (in 2016–2017) of additional funding provided in Economic Action Plan 2012 to support the construction and/or renovation of schools on reserve.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
First Nation communities have a base of education facilities that meet established standards.	Percentage of First Nation schools with a greater than "fair" condition rating.	70%	By March 31, 2019

Planning Highlights

- Continue to work with First Nations to improve and increase school infrastructure, including delivery of Canada's Economic Action Plan 2012 school investments, and Canada's Economic Action Plan 2014 investment of $500 million over seven years, for a new Education Infrastructure Fund. The latter will be reflected in future estimates.
- Continue to explore and implement alternative project delivery methods, such as consolidating or amalgamating some of the core project management functions, including project management tools, governance processes and project management office standard material.
- Continue to reform the way education facilities projects are constructed, which may include examining various financing and construction models to ensure value-for-money and better life cycle management.

[3] A house or lodging provided for a teacher.

Sub-Program 3.4.3: Housing

Description

This sub-program supports the provision of funding to First Nations to plan and manage their housing needs, including the design, construction and acquisition of new housing units, as well as renovation of existing housing units. The goal of this sub-program is to work with First Nations to increase the supply of safe and affordable housing to achieve better housing outcomes for their residents.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
140,911,819	140,871,633	140,871,633	14	14	14

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Housing infrastructure meets the needs of First Nation communities.	Percentage of First Nation housing that is adequate[a] as assessed and reported annually by First Nations.	75%	By March 31, 2019

[a] Adequate is defined in the Year-end Reporting Handbook for the Housing Data Collection Instrument as: dwellings that do not require major renovations and possess basic plumbing facilities, hot and cold running water, inside toilets, and installed baths or showers.

Planning Highlights

- Work with First Nations and other government partners to develop and implement measures to maintain housing assets, facilitate better housing outcomes and improve access to financing.
- Implement capacity building programs on reserve to improve the ability of First Nations to manage and improve their housing stock.

Sub-Program 3.4.4: Other Community Infrastructure and Activities

Description

This sub-program helps fund the planning, design, construction, acquisition, operation and maintenance of community infrastructure assets and facilities. It provides funding for co-ordination, training and capacity building for activities related to community infrastructure assets and facilities. The goal is to support First Nations in meeting health and safety standards and providing their residents with similar levels of service to those in off-reserve communities. First Nations identify their priorities and needs and present project proposals to the Department. Funding is provided for projects based on a priority assessment.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
485,666,418	505,191,659	524,906,373	121	121	121

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
First Nation communities have a base of safe infrastructure that meets established standards.	Percentage of First Nation communities with access to broadband[a] connectivity.	85%	By March 31, 2019
	Percentage of bridges with greater than "fair" condition rating.	60%	By March 31, 2019
	Percentage of roads with greater than "fair" condition rating.	47%	By March 31, 2019

[a] Broadband is defined as a minimum of 1.5 Mbps, per Industry Canada national broadband standards.

The Digital Canada 150 strategy unveiled by Industry Canada in April 2014 introduced a new minimum baseline for broadband, which increased the target speed of the federal broadband program to 5 Mbps. AANDC anticipates adopting this new broadband standard, which will require revisions to the baseline and target for the 2016–2017 Performance Measurement Framework.

Planning Highlights

- Continue work with First Nation communities to improve fire protection on reserve.
- Support First Nations in protecting their communities by determining mitigating measure to address damages caused by natural disasters.
- Continue to work with First Nations to establish connectivity partnerships that support their communities in achieving the current Industry Canada standard of connectivity.
- Provide ongoing support to improve and increase public infrastructure on reserve, including the management of the renewed First Nation Infrastructure Fund.

Sub-Program 3.4.5: Renewable Energy and Energy Efficiency

Description

The ecoENERGY for Aboriginal and Northern Communities program supports Aboriginal and Northern communities, including off-grid communities, to reduce greenhouse gas emissions through the integration of proven renewable energy technologies, such as residual heat recovery, biomass, geothermal, wind, solar and small hydro. The sub-program provides funding for the design and construction of renewable energy projects integrated with community buildings, and for the feasibility stages of larger renewable energy projects.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
3,794,367	67,759	67,759	6	0	0

The year-over-year difference primarily reflects the sunset (in 2016–2017) of funding and associated FTEs in support of clean energy programs to strengthen Canada's economy and improve its environmental performance.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Greenhouse gas emissions in Aboriginal and northern communities are reduced.	Projected reductions in GHG emissions resulting from all projects funded by the ecoENERGY for Aboriginal and Northern Communities program (2011–2016).[a]	Projected 1.5 Mt	By March 31, 2016

[a] This indicator will feed into the Departmental Sustainable Development Strategy.

Planning Highlights

- Support pre-feasibility and feasibility studies of renewable energy projects, and the design and construction of renewable energy projects integrated with community buildings. Emphasis will be placed on projects located within northern communities and Aboriginal off-grid communities.

Sub-Program 3.4.6: Emergency Management Assistance

Description

This sub-program promotes the protection of the health and safety of on-reserve First Nations residents as well as their lands and critical infrastructure. The Emergency Management Assistance Program (EMAP) promotes the four pillars of emergency management: mitigation, preparedness, response, and recovery. Through EMAP, AANDC funds and oversees the reimbursement of eligible emergency management costs, provides timely and efficient situational awareness, and develops policy to support emergency management. EMAP promotes efficiency by accessing existing resources and services of provincial/territorial and First Nation emergency management partners to address on-reserve emergencies. EMAP reimburses these partners for eligible expenses.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
70,252,180	72,192,685	75,192,685	20	20	20

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
First Nations are supported in their efforts to mitigate and prepare for emergencies.	Percentage of preparedness funding allocated towards development and maintenance of Emergency Management plans.	15% of the $19.1 million	By March 31, 2016
First Nations are supported in their response to and recovery from emergencies.	Transfer of funds equivalent to eligible costs identified.	100%	By March 31, 2016

Planning Highlights

- Provide funding support for all four pillars of emergency management (mitigation, preparedness, response, and recovery).
- Facilitate negotiation and implementation of new or renewed agreements with provinces and territories, and support emergency preparedness activities, including the development of emergency management plans for First Nation communities.
- Identify opportunities to increase First Nation capacity through community-based planning, training and exercising to enhance emergency preparedness.
- Revise the Emergency Management Assistance Program's Terms and Conditions to provide greater clarity regarding expense eligibility and strengthen program management.

Program 3.5: Urban Aboriginal Participation

Description

This Program supports the participation of urban Aboriginal individuals and communities in the economy. The Program is comprised of two streams: Community Capacity Support and Urban Partnerships. Community Capacity Support provides funding to urban Aboriginal community organizations to establish a strong and stable base from which to deliver initiatives that increase the participation of urban Aboriginal people in the economy. Urban Partnerships encourages partnership development and community planning, making investments in projects that increase the participation of urban Aboriginal people in the economy. In order to achieve more substantive outcomes in urban Aboriginal communities, the program collaborates with key stakeholders to undertake strategic planning, articulate outcomes for communities, identify priorities, and jointly implement initiatives. In its approach, the program provides a vehicle by which the federal government can work with other governments, urban Aboriginal organizations, and other stakeholders to support urban Aboriginal individuals and communities in pursuing social and economic opportunities.

Budgetary Financial Resources (dollars)				Human Resources (FTEs)		
2015–2016 Main Estimates	2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
53,457,622	53,457,622	29,679,663	29,679,663	13	13	13

The decrease in 2016–2017 reflects the sunset of funding provided for the Cultural Connections for Aboriginal Youth program.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Partners work together to implement identified priorities and approaches to increasing urban Aboriginal participation in the economy.	Percentage of total Urban Aboriginal Strategy investment in partnerships at the two highest levels of the partnership maturation index.	40%[a]	By March 31, 2019

[a] As part of the new Urban Aboriginal Strategy, AANDC will support a Regional Strategic Planning process, which will be implemented in 2014–2015. The regional planning process will produce plans, spanning three to five years, which will outline a strategic approach to increasing urban Aboriginal participation in the economy, and guide investments and partnership development in that region. Partnerships will be developed between stakeholders to implement the priorities identified in the plans, and will occur at varying rates in regions over three to five years, starting in 2015–2016. More mature partnerships, yielding comprehensive outcomes, will take time to establish and will not develop in a linear fashion, making it difficult to measure year-to-year improvements.

Planning Highlights

- Support the National Association of Friendship Centres to deliver Community Capacity Support funding to Friendship Centres and other urban Aboriginal organizations to ensure a stable base of organizations offering programs and services to increase the participation of urban Aboriginal peoples in the economy.
- Support the National Association of Friendship Centres to deliver Urban Partnerships project funding to initiatives that help increase the participation of urban Aboriginal peoples in the economy.
- Deliver a portion of the Urban Partnerships program to support community and regional planning in eight regions, and develop partnerships and enhance collaboration with provincial and municipal governments, federal departments, urban Aboriginal organizations, and other stakeholders on approaches to increasing the economic participation of urban Aboriginal peoples.

Strategic Outcome: The North

Self-reliance, prosperity and well-being for the people and communities of the North

Program 4.1: Northern Governance and People

Description

This Program strengthens the North's communities and people by devolving to territorial governments responsibilities for lands and natural resources; by fostering effective intergovernmental relations with territorial governments and providing support to Territorial Commissioners; by subsidizing the costs of nutritious perishable foods and other essential items in isolated Northern communities; by providing grants for hospital and physician services in Nunavut and the Northwest Territories; by working with Northern communities to identify the risks and challenges posed by climate change; and by advancing interests of Canadians and Northerners through circumpolar forums. Canadians and Northerners will benefit with territorial governments ultimately having more control over their own affairs.

Budgetary Financial Resources (dollars)				Human Resources (FTEs)		
2015–2016 Main Estimates	2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
150,430,663	150,430,663	132,180,760	133,267,760	67	60	60

The year-over-year differences primarily reflect additional funding for grants to territorial governments for the health care of Indians and Inuit; additional funding provided in 2015–2016 to meet increased demands of the Nutrition North Canada Program; the sunset (in 2016–2017) of funding to negotiate a Nunavut Devolution Agreement-in-Principle; and the sunset (in 2016–2017) of funding to implement programs to help Canadians adapt to the impact of climate change under Canada's Clean Air agenda.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Northerners have greater control over their economic and political affairs.	Number of final devolution agreements fully implemented with territorial governments on land and resource management.	Two	By March 31, 2016
Community health and safety in the North is strengthened.	Annual average Revised Northern Food Basket price trend.	Comparable to the annual trend (increase/decrease) for the Consumer Price Index basket for food.	By March 31, 2016
	Number of new and revised codes and standards, and guidelines for infrastructure in the North being adopted.[a]	Four out of four codes completed.	By March 31, 2016

[a] This indicator will feed into the Departmental Sustainable Development Strategy.

Planning Highlights

- Advance the work to conclude an agreement-in-principle for the devolution of land and resource management responsibilities to the Government of Nunavut. Devolution occurred in Yukon in 2003 and in the Northwest Territories in 2014.
- Support access to perishable, nutritious food by providing a retail subsidy for eligible products under the Nutrition North Canada Program.
- Support the work of the Nutrition North Canada Advisory Board to ensure that the perspectives and interests of northern residents and communities are considered in managing the program.
- Continue to support the implementation of the four Northern Infrastructure Standardization Initiative[xxxi] standards by ensuring adequate engagement of northern stakeholders and by developing training materials to support the implementation of these standards.

Sub-Program 4.1.1: Political Development and Intergovernmental Relations

Description

This sub-program facilitates the growth of strong, effective and efficient government structures in the North. The devolution of responsibilities for land and resource management to territorial governments will strengthen northern governance. This sub-program also supports legislation and policy initiatives, the advancement of intergovernmental processes, and the appointment of Territorial Commissioners and general federal-territorial relationships. As well, it ensures that circumpolar co-operation activities reflect Canadian interests, and grants are provided to territorial governments for hospital and physician services.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
73,875,530	74,866,783	75,953,783	48	48	48

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Devolution of land and resource management to the Government of Northwest Territories.	Completion of devolution phases in NWT against the five-phase devolution process (five-phase process: protocol, agreement-in-principle, final agreement, legislation, and implementation).	Ensure residual implementation obligations are fulfilled.	By March 31, 2016
Devolution of land and resource management to the Government of Nunavut.	Completion of devolution phases in Nunavut against the five-phase devolution process (five-phase process: protocol, agreement-in-principle, final agreement, legislation, and implementation).	Complete phase two	By March 31, 2016
Canadian priorities, as articulated in the Northern Strategy, are reflected in National Circumpolar cooperation activities.	Percentage of Canadian priorities actioned through activities under Arctic Council.	100%	By March 31, 2016

Planning Highlights

- Support the Chief Federal Negotiator to complete phase two of the devolution of land and resource management responsibilities in Nunavut by advancing an agreement-in-principle and make recommendations on how to move towards phase three (i.e. negotiation of a final devolution agreement).
- Fulfill ongoing obligations pertaining to the devolution of lands and resources management agreements.
- Continue to build and maintain effective relationships with territorial governments, Aboriginal organizations and other domestic partners, and facilitate their engagement in circumpolar affairs.
- Advance Canadian interests in the Arctic Council through participation in working groups and task forces.

Sub-Program 4.1.2: Nutrition North

Description

This sub-program provides increased access to perishable nutritious food in isolated northern communities through a retail subsidy. It is supported by an Advisory Board, which ensures that Northerners have a direct voice in the program. Eligible northern communities will benefit from improved access to healthy food.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
71,716,369	57,140,968	57,140,968	12	12	12

The year-over-year difference primarily reflects additional funding provided in 2015–2016 to meet increased demands of the Nutrition North Canada Program. Amounts for subsequent years are subject to future decisions.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Residents in eligible communities have access to nutritious perishable food.	Percentage of compliance reports demonstrating that subsidies have been fully passed on to consumers.	100%	By March 31, 2016

Planning Highlights

- Continue to increase transparency and strengthen accountability of the Nutrition North Canada[xxxii] program by posting compliance reviews and quarterly shipping and price reports on the website, and by ensuring that the perspectives and interests of northern residents are considered through ongoing engagement via social media, the website and the Nutrition North Canada Advisory Board public meetings.
- Ensure that the governance and operational structures of the Nutrition North Canada program are well supported by implementing appropriate tools and systems to collect data and analyze trends in support of performance management, and by conducting a detailed review of all isolated communities to better understand the challenges they face, due to isolation, in accessing perishable, nutritious food.

Sub-Program 4.1.3: Climate Change Adaptation

Description

This sub-program provides funding support to Aboriginal and northern communities, governments and organizations to assess vulnerabilities to climate change, develop adaptation plans, and develop related information and tools. The sub-program builds capacity at the community level and develops partnerships with territorial governments to address broad northern issues. The assessment of climate change impacts and adaptation planning enhances community resilience and facilitates the integration of climate change considerations into decision-making.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
4,838,764	173,009	173,009	7	0	0

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Aboriginal and northern communities implement adaptation measures and decisions to protect community health and safety.	Number of communities implementing adaptation plans and measures.[a]	Ten communities over four years.	By March 31, 2016

[a] This indicator will feed into the Departmental Sustainable Development Strategy.

Planning Highlights

- Provide funding for projects according to three categories: vulnerability assessments, adaptation plans and tool development.

Program 4.2: Northern Science and Technology

Description

This Program aims to support scientific research and technology in the North through programs and infrastructure to ensure domestic and international policy on key issues for the North is better informed by a scientific knowledge base. The focus of this program is: researching and monitoring contaminants and their impacts on the ecosystem and human health through the Northern Contaminants Program; assessing, managing and communicating scientific data and results, and contributing expertise to help inform public policy making and international controls on certain contaminants; and supporting work to establish the Canadian High Arctic Research Station. Northerners and all Canadians will benefit from a knowledge base that supports health and sustainable development and the positioning of Canada as an international leader in Arctic science and technology.

Budgetary Financial Resources (dollars)				Human Resources (FTEs)		
2015–2016 Main Estimates	2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
48,961,314	48,961,314	63,036,220	40,759,122	58	60	67

The year-over-year differences primarily reflect changes in the approved funding profile and associated FTEs for the construction of the Canadian High Arctic Research Station and the implementation of the associated Science and Technology Program.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Domestic and international policy on northern health and sustainable development is better informed by a scientific knowledge base.	Percentage of Northern Contaminants Program datasets used in regional, national and international policy-relevant assessments and obligations under international conventions.	80%	By March 31, 2016
Canada is positioned as an international leader in Arctic science and technology.	Number of international Arctic science and technology partnerships between AANDC and international collaborators.	Two to four partnership agreements	By March 31, 2016

Planning Highlights

- Contribute data and expertise to national initiatives, such as the federal Chemical Management Plan, northern health advisories, and the Canadian Arctic Contaminants Assessment Report, and to international initiatives, such as the Arctic Council's Arctic Monitoring and Assessment Program, the *Stockholm Convention on Persistent Organic Pollutants*, and the United Nations Environment Programme's *Minamata Convention on Mercury*.
- Release the Knowledge in Action report of the *Canadian Arctic Contaminants Assessment Report III*, which describes the ways in which the Northern Contaminants Program[xxxiii] generates science results and facilitates their impact through policy actions at the national and international levels.
- Release the Canadian human health highlights report, based on the Arctic Monitoring and Assessment Programme Human Health Report (April 2015).
- Support the construction of, and continue the development of the governance for, the Canadian High Arctic Research Station.

- Implement the Canadian High Arctic Research Station's Science and Technology Plan[xxxiv] in a phased-in approach. The initial phase-in of the Science and Technology program will focus on the following short-term priority areas:
  - Alternative and renewable energy for the North;
  - Baseline information preparedness for development;
  - Underwater situational awareness;
  - Infrastructure for development; and
  - Predictions for the impacts of changing ice, permafrost and snow on shipping, infrastructure and communities.
- Explore collaborative agreements with other countries and international organizations to partner on science and technology activities related to the Canadian High Arctic Research Station, including priority science areas, monitoring and capacity building.

Sub-Program 4.2.1: Northern Contaminants

Description

This sub-program engages Northerners and scientists in researching and monitoring long-range contaminants in the Canadian Arctic. The data generated by the Northern Contaminants Program is used to assess ecosystem and human health, and the findings of these assessments inform policy, resulting in action to eliminate contaminants from long-range sources. This supports the safety and security of traditional country foods that are important to the health of Northerners and northern communities. The sub-program also contributes scientific data to contaminants-related international agreements and assessments, helping to position Canada as an international leader in Arctic science. These international agreements will improve the health of Arctic people and wildlife over the long term.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
3,965,345	3,965,345	3,965,345	9	9	9

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Contaminants-related risk to ecosystem and human health is reduced.	Percentage decrease in concentrations of previously identified contaminants in human and wildlife populations in the North.	5 to 10% decrease in three indicator persistent organic pollutants concentrations over 1990 levels.	By March 31, 2016
		1 to 3% decrease in Mercury concentrations over 1990 levels.	By March 31, 2016
Contaminants-related research results are widely available for domestic and international policy use.	Percentage of current Northern Contaminants Program research, results and information that is accessible nationally and internationally.	100%	By March 31, 2016
Northerners participate in contaminants research.	Percentage of Northern Contaminants Program-funded projects in which Northerners are identified as project leaders and/or team members.	100% of 2013–2014 baseline year	By March 31, 2016

Planning Highlights

- Support the monitoring of contaminant levels in wildlife and people in the Canadian North and transfer this knowledge, which may include supporting health advisories, to Northerners.
- Contribute data, information and expertise to international initiatives, including the Stockholm Convention's report on the Global Monitoring Plan/Effectiveness Evaluation, *Minamata Convention on Mercury*, and the Arctic Council/Arctic Monitoring and Assessment Program Working Group.
- Support the development of a biomonitoring system for Canada's North by implementing a pilot project in the Northwest Territories, in partnership with Health Canada and the Government of the Northwest Territories, among others.
- Implement the Northern Contaminants Program's Community-based Monitoring and Research strategic blueprint, with projects led by Northerners.
- Transfer knowledge on contaminants and health to Northerners through initiatives, such as regional and national workshops and the release of publications related to recent major assessments, and develop northern science capacity, for example, through support for Inuit Research Advisor positions.

Sub-Program 4.2.2: Science Initiatives

Description

This sub-program works to position Canada as a leader in Arctic science through the establishment of the Canadian High Arctic Research Station. The Station will be a world-class, year-round, multi-disciplinary facility on the cutting edge of Arctic issues that will anchor a strong research presence in Canada's Arctic to serve Canada and the world. It will advance Canada's knowledge of the Arctic in order to improve economic opportunities, environmental stewardship, and the quality of life of Northerners and all Canadians.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
44,995,969	59,070,875	36,793,777	49	51	58

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Researchers have access to world-class Arctic infrastructure in the Canadian North.	Launch of the Canadian High Arctic Research Station (including launch of the science and technology program and completion of facility construction).	Research station is operational.	By July 1, 2017

Planning Highlights

- Continue the construction of the Canadian High Arctic Research Station and complete housing units.
- Continue to engage broadly, explore potential partnerships and collaboration opportunities, both domestically and internationally, to develop and finalize partnership agreements to deliver programming. The Science and Technology Plan 2014–2019 will guide the implementation of the Canadian High Arctic Research Station science and technology program for the first five years.
- Continue to integrate the development of the building design and the science and technology program.
- Continue the development of governance for the Canadian High Arctic Research Station.

Program 4.3: Northern Land, Resources and Environmental Management

Description

This Program focuses on the management, sustainable development and regulatory oversight of the land, water, natural resources, and environment of the North, delivering on the Department's role as the Government of Canada's natural resource manager in Nunavut and the offshore, and its post-devolution responsibilities in the Northwest Territories and Yukon. This Program involves managing oil and gas resources development; supporting the sustainable management of active mineral exploration and development; supporting the sound management of contaminated sites, Nunavut and the few remaining AANDC-managed land and water areas in the North; and ensuring the completion of territorial land-use planning, including zones for conservation, development and other uses. Northerners and Canadians will benefit from economic opportunities and sustainable development.

Budgetary Financial Resources (dollars)				Human Resources (FTEs)		
2015–2016 Main Estimates	2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
195,493,907	195,493,907	38,888,485	31,579,730	226	150	143

The year-over-year differences primarily reflect the sunset of funding and associated FTEs for the Federal Contaminated Sites Action Plan (sunset in 2016–2017) and the Diamond Valuation and Royalty Assessment Program (sunset in 2017–2018).

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Effective regulatory regimes are established in each of the three territories, providing certainty to project proponents, Aboriginal organizations and Northerners.	Nunavut's ratings for three factors (1: administration, interpretation, enforcement of regulations; 2: environmental regulations; 3: regulatory duplication and inconsistencies) reported in the Fraser Institute Annual Survey of Mining Companies.	The percentage of industry encouraged to invest, or not deterred by, the three factors shall each increase by 10 percentage points	By March 31, 2016
	Percentage of Nunavut projects and national interest or trans-boundary NWT projects approved within regulated time lines in process, including decisions on environmental assessments.	100%	By March 31, 2016

Planning Highlights

- Continue to move forward with changes to northern regulatory regimes in order to promote the North's resource economy. These changes are intended to ensure certainty, predictability and timeliness. More specifically, the Department will:
  - Proceed with the development of regulations necessary to implement legislative changes made pursuant to the Action Plan to Improve Northern Regulatory Regimes in Yukon, the Northwest Territories and Nunavut; and
  - Develop an approach for shared management of oil and gas resources in the Beaufort Sea and amend related legislation, including frontier oil and gas legislation, and amend or create associated regulations under the *Canada Oil and Gas Operations Act* and the *Canada Petroleum Resources Act*.
- Foster conditions for the development of the North's natural resources in a sustainable manner by supporting efficient and effective environmental assessment regimes.
- Support private-sector investment in the northern petroleum sector, advancing efficient and effective oil and gas management.
- Contribute to a safer, healthier, sustainable environment for First Nations, Inuit, and Northerners through the management of federal contaminated sites in the North.
- Manage the lands and water resources in the North in a timely, efficient and effective manner through the application of a consistent, modern and relevant regulatory regime.

Sub-Program 4.3.1: Petroleum and Minerals

Description

This sub-program manages the petroleum and mineral resource interests of Northerners, Aboriginal peoples, and Canadians generally on federal lands in the Northwest Territories, Nunavut and the northern offshore. This is accomplished through the assessment and management of petroleum and mineral resources, collection of Crown royalties, participation in project assessments, land-use planning, and the promotion of Aboriginal participation in resource development. It regularly engages federal, territorial and Aboriginal organizations to consider socio-cultural and environmental sensitivities related to petroleum and mineral activities. This sub-program also manages rights issuance for new petroleum exploration rights, terms and conditions of exploration and production licences, and maintains a rights registry that is open to the public.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
11,708,464	11,962,806	6,588,214	26	26	19

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Petroleum and mineral resources on federal lands in NWT, Nunavut and northern offshore regions are managed for the benefit of Northerners and all Canadians.	Percentage of Canadian Frontier Lands[a] under license managed by AANDC.	30%	By March 31, 2016
	Percentage of total Canadian mineral exploration and deposit appraisal expenditures made in Nunavut.	10%	By March 31, 2016

[a] Lands under federal jurisdiction in northern areas, offshore Newfoundland and Labrador, offshore Nova Scotia, and other areas, such as the Gulf of St. Lawrence and Hudson Bay.

Planning Highlights

- Manage Crown lands for oil and gas exploration and development through administration of lands and allocation of rights.
- Develop an agreement with the governments of Northwest Territories and Yukon and the Inuvialuit for the collaborative management of oil and gas resources in the Beaufort Sea.
- Advance regional research and partnerships in support of oil and gas decision-making in Canada's Arctic frontier lands.
- Assess Benefits Plans for proposed new oil and gas projects against requirements in new Benefits Plan Guidelines for the North.
- Administer the royalty regime and ensure the correct amount of royalties and Crown revenues are collected by AANDC from oil and gas and mining companies.
- Develop a modernized online map selection system for Nunavut mineral exploration and mining companies.
- Strengthen the management of environmental securities for mineral projects by working with Regional Inuit Association and project proponents on terms around managing security.

Sub-Program 4.3.2: Contaminated Sites

Description

This sub-program ensures that contaminated sites are managed to ensure the protection of human health, safety, and the environment for all Northerners by assessing and remediating contaminated sites and supporting the employment and training of Northerners, particularly Aboriginal peoples.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
158,840,048	2,207,966	360,737	76	0	0

The year-over-year differences primarily reflect the sunset of funding and associated FTEs for the Federal Contaminated Sites Action Plan (sunset in 2016–2017).

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Contaminated sites are managed to ensure the protection of human health and the safety of the environment while bringing economic benefit to the North.	Number of sites in Step 8 (implementation) through Step 10 (monitoring) of the Federal Contaminated Sites Action Plan 10-step process.	30	By March 31, 2016
	Percentage of Northerners and Aboriginal peoples employed within Contaminated Sites projects.	60%	By March 31, 2016

Planning Highlights

- Conduct remediation activities across the three northern territories on a priority basis.
- Continue risk mitigation at Giant Mine, including ongoing site care and maintenance, addressing urgent site risks by stabilizing the underground, as well as incorporating the Measures from the Environmental Assessment into the project plan. Regular project updates are provided through a monthly newsletter, available to the public through the Department's website.
- Work with the Government of Yukon to manage the long-term environmental and human health and safety risks at the Faro Mine, including undertaking ongoing care and maintenance, and addressing urgent site risks through the implementation of adaptive management activities.

Sub-Program 4.3.3: Land and Water Management

Description

This sub-program manages the land and water interests of Northerners, Aboriginal peoples and other Canadians in Nunavut and in lands managed by the Department in the Northwest Territories and Yukon. This is achieved through development, approval, and implementation of sound land use plans, environmental monitoring, administration of land rights, provision of inspection and investigation services for land use permits and water licences, and management of their securities.

Budgetary Financial Resources (dollars)			Human Resources (FTEs)		
2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
24,945,395	24,717,713	24,630,779	124	124	124

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Land and Water regimes in Nunavut and in lands managed by the Department in NWT and the Yukon are managed for the benefit of Northerners and all Canadians.	Percentage of land and water authorizations (risk based approach), under the responsibility of the Department, inspected.	NWT = 15%, Nunavut = 25%	By March 31, 2016
	Percentage of land authorizations and water licenses issued within legislation time limit.	100%	By March 31, 2016
	Percentage of land use plans submitted for Ministerial approval responded to in a timely fashion.	100%	By March 31, 2016

Planning Highlights

- Ensure land authorizations and water licences are issued within the legislated timelines.
- Conduct inspections to ensure compliance with mitigation measures in land and water authorizations to minimize liability to the Crown.
- Support improved certainty and informed decision making by contributing to the completion of regional land use plans in Nunavut and the Northwest Territories.
- Co-ordinate the collection of information on the ecosystemic and socio-economic environment of Nunavut and make it available to decision makers through the Nunavut General Monitoring Plan.

Internal Services

Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Budgetary Financial Resources (dollars)				Human Resources (FTEs)		
2015–2016 Main Estimates	2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
233,659,100	233,659,100	226,027,679	224,974,935	1,457	1,429	1,429

The year-over-year differences primarily reflect changes in the approved funding and associated FTEs for the federal government's obligations stemming from the Indian Residential Schools Settlement Agreement (sunset in 2016–2017); *Justice at Last: Specific Claims Action Plan* (sunset in 2016–2017); the First Nations Water and Wastewater Action Plan (sunset in 2016–2017); construction of the Canadian High Arctic Research Station and the implementation of the associated Science and Technology Program; and the Diamond Valuation and Royalty Assessment Program (sunset in 2017–2018).

Planning Highlights

Service Improvement and Transformation

To improve and transform internal services in 2015–2016, the Department will:

- Implement the approved Information Management and Information Technology (IM/IT) Strategy, including enhanced governance over IM/IT initiatives and associated funding, which will enable the Department to effectively prioritize projects and other IM/IT initiatives;
- Identify and assess opportunities for implementing and maturing Enterprise Information Architecture and Enterprise Information Management practices to provide the framework and integrated process to support departmental operations and initiatives;
- Identify areas for further improvement following the rollout of the Shared Travel Services Initiative, the financial system and its Procure to Payment functionality, and the multi-organization functionality of Grants and Contributions Information Management System;
- Assess the implementation of centralized units responsible for procurement and finance following the realignment of corporate functions and continue efforts to ensure the effectiveness of internal processes;
- Continue to optimize current workspaces within the National Capital Region and Regional Offices to meet AANDC's seven-year space envelope reduction and conform to Public Works and Government Services Canada's new mandatory Workplace 2.0 standards;
- Implement the transition to the Pay Modernization;
- Strengthen departmental security and health and safety program to mitigate potential employees' physical and other security risks; and
- Monitor internal service standards and address issues as required.

Advancing the Excellence Agenda

To advance a culture and environment of high performance in 2015–2016, AANDC will:

- Continue to advance the managing for results agenda through ongoing improvements in planning, conducting research, measuring performance, adjusting plans accordingly and reporting;
- Integrate the results of the 2014 Public Service Employee Survey into departmental planning processes, with a focus on areas that require improvement;
- Strengthen the talent management, performance management and innovative learning environment to ensure employees acquire the necessary knowledge and skills for AANDC to become a high performing organization that meets current and future organizational needs;
- Continue to expand and promote Aboriginal leadership programs both within the Department and with other government departments, such as partnering in a cost recovery basis;
- Review the Values and Ethics Code for AANDC; and
- Conduct a number of audits, evaluations, management practices audits, risk assessments, forensic audits and control self-assessments, and other special studies of AANDC programs and initiatives. Through this work, the Department ensures the appropriate use of human and financial resources and ensures programs and services delivered by AANDC are relevant, efficient and effective.

Canadian Polar Commission

Strategic Outcome: Increased Canadian Polar Knowledge

Program: Research Facilitation and Communication

Description

This Strategic Outcome creates the conditions for Canada to acquire the wide range of information needed for effective policy and research program development in the polar regions, and to maintain Canada's position as a leading polar nation. The Canadian Polar Commission is Canada's primary polar knowledge agency. It maintains and builds active knowledge networks, synthesizes polar knowledge to identify opportunities, issues and trends, and communicates polar knowledge.

Budgetary Financial Resources (dollars)				Human Resources (FTEs)		
2015–2016 Main Estimates	2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
2,087,258	2,087,258	2,086,298	2,086,298	7.5	7.5	7.5

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
The Commission facilitates Canada fully embracing its place as a polar nation.	Polar knowledge networks are maintained, broadened and strengthened.	Northern and southern-based polar research institutions exchange knowledge and collaborate as active members of polar research networks. Canadian Arctic and Antarctic experts contribute to global knowledge creation and dissemination through engagement in international research co-ordination mechanisms and related working groups and subcommittees.	March 2016
	Priority polar issue analysis and synthesis products used by target audiences.	Development of products that provide analysis and synthesis of priority issues related to polar knowledge, such as the analysis of environmental monitoring sites in Canada (2014–2015) and the monitoring results bulletin. Promotion and distribution of these products.	March 2016
	The wide variety of communications channels through which the Canadian Polar Commission disseminates polar knowledge to Canadians are maintained and strengthened.	The Canadian Polar Commission website, other partners' websites, social media channels, the Polar Knowledge App, and its Polar Blog partnership reach larger number of Canadians and maximize their awareness of polar issues.	March 2016

Planning Highlights

- Expand and reinforce northern knowledge networks through the Canadian Polar Commission Northern Office and continue to facilitate the engagement of Northerners in creating and disseminating knowledge, and in identifying knowledge issues and associated research gaps important to them.
- Continue to provide guidance and support to the Canadian Network of Northern Research Operators, in its efforts to maintain and enhance Canada's northern research infrastructure and logistics, and its connection with international polar research infrastructure networks.
- Maintain a strong relationship with the Association of Polar Early Career Scientists by helping promote skill-development opportunities for young researchers in the science-policy integration domain.

- Continue providing guidance, secretariat functions and co-ordination for the Sustaining Arctic Observing Networks (SAON) initiative's Canadian Ad Hoc Working Group, which works to strengthen Arctic-wide observing activities through partnerships, collaborations and information sharing. In co-operation with the Association of Polar Early Career Scientists, continue publishing and promoting the *SAON Canada Results Bulletin*, which highlights the policy relevance of new knowledge flowing from Canadian arctic monitoring sites.
- Build increased international co-ordination and co-operation in polar research by facilitating Canadian expert participation in research co-ordination bodies, such as the International Arctic Science Committee and the Scientific Committee on Antarctic Research.
- Continue to build and strengthen bilateral relationships between the Commission and its corresponding organizations in other countries by way of collaborations in common polar knowledge priority areas through the development and signing of Letters of Agreement.
- Organize and conduct meetings with key international organizations to discuss greater collaborations and partnerships in polar research activities and linkages to the Canadian High Arctic Research Station and other Canadian institutions.
- Provide guidance and assistance to the Canadian High Arctic Research Station on the implementation of its Science and Technology program, monitoring initiatives, and partnerships.
- Facilitate federal interdepartmental reporting (including funding) of all Arctic research activities by co-ordinating/developing an annual report, for public release, of such activities in collaboration with relevant federal agencies and departments.
- Continue to promote, facilitate use of, and engage relevant/key organizations in addressing the knowledge gaps and opportunities in Arctic research identified in the *State of Northern Knowledge in Canada Report* (2013–2014).
- Work with the Canadian Committee on Antarctic Research in the development and implementation of a strategy for establishing a Canadian Antarctic research program.
- Continue to communicate polar knowledge to Canadians via the Canadian Polar Commission website, partner organizations' websites, the Polar Blogs, the Polar Knowledge App, social media, and at conferences, workshops and other speaking events.
- Administer the Northern Scientific Training Program that supports and encourages young northern researchers, and work to increase the program's effectiveness.
- Present the Northern Science Award to recognize knowledge creation that benefits Northerners.
- Award the annual Canadian Polar Commission Scholarship to an outstanding doctoral student in collaboration with the Association of Canadian Universities for Northern Studies (ACUNS).

Internal Services

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Budgetary Financial Resources (dollars)				Human Resources (FTEs)		
2015–2016 Main Estimates	2015–2016 Planned Spending	2016–2017 Planned Spending	2017–2018 Planned Spending	2015–2016	2016–2017	2017–2018
486,827	486,827	486,587	486,587	1.5	1.5	1.5

Section III: Supplementary Information

Future-Oriented Statement of Operations

The future-oriented condensed statement of operations presented in this subsection is intended to serve as a general overview of Aboriginal Affairs and Northern Development Canada's operations. The forecasted financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and improve transparency and financial management.

Since the future-oriented statement of operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of this report are prepared on an expenditure basis, amounts presented will differ.

A detailed future-oriented statement of operations and associated notes, including a reconciliation of the net costs of operations to the requested authorities, can be found on AANDC's website.[xxxv]

Future-Oriented Condensed Statement of Operations
For the Year Ended March 31 (dollars)

Financial Information	2014–2015 Estimated Results	2015–2016 Planned Results	Difference
Total expenses	7,781,311,773	6,988,997,876	-792,313,897
Total revenues	2,468,964	2,192,017	-276,947
Net cost of operations	7,778,842,809	6,986,805,859	-792,036,950

Expenses

Total expenses for 2015–2016 are forecasted at $6,989.0 million, representing a $792.3 million decrease from the previous year's forecasted total expenses of $7,781.3 million. Expenses by Strategic Outcome are as follows:

The People	$3,679.7 million (52.6%)
The Government	$1,243.1 million (17.8%)
The Land and Economy	$1,584.9 million (22.7%)
The North	$208.0 million (3.0%)

The remainder of the total expenses include Internal Services in the amount of $267.1 million (3.8%) and expenses incurred on behalf of the Government of Canada in the amount of $6.2 million (0.1%).

Revenues

Total revenues for 2015–2016 are forecasted at $2.2 million, representing a $0.3 million decrease over the previous year's total revenues of $2.5 million. Respendable revenues from the provision of financial and administrative services represent $0.7 million (31.8%) of total revenues. Respendable revenues from the disposal of tangible capital assets, presented as miscellaneous revenue in the statement of operations, account for the remaining $1.5 million (68.2%).

Significant variances

Variances between the planned results for 2015–2016 and the 2014–2015 estimated results are largely attributable to the timing of key elements in the fiscal cycle. Planned results for 2015–2016 are based on the Main Estimates which is the first step in the fiscal cycle. Additional significant funding and initiatives that were not approved in time to be included in the Main Estimates have not been included in the 2015–2016 planned results. This funding will be provided through Supplementary Estimates and it should be noted that over the past five years significant funding has been accessed through this process.

As well, another factor contributing to the variance between the planned results for 2015–2016 and the 2014–2015 estimated results is the forecasted change in the environmental liabilities and in the provision for claims and litigation. The forecasted change in the adjustment to the environmental liabilities and to the allowance for claims and litigation can be attributed to the projected remediation costs and the resolution of claims and litigation.

Supplementary Information Tables

The supplementary information tables listed in the *2015–16 Report on Plans and Priorities* can be found on AANDC's website.[xxxvi]

- Details of Transfer Payment Programs
- Departmental Sustainable Development Strategy
- Horizontal Initiatives
  - Aboriginal Economic Development Strategic Partnerships Initiative
  - First Nations Water and Wastewater Action Plan
  - Income Assistance Reform: Enhanced Service Delivery
  - Indian Residential Schools Settlement Agreement — Health Support component
  - Nutrition North Canada
- Status Report on Transformational and Major Crown Projects
- Upcoming Internal Audits and Evaluations Over the Next Three Fiscal Years

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures, such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*[xxxvii] publication. The tax measures presented in the *Tax Expenditures and Evaluations* publication are the responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

Aboriginal Affairs and Northern Development Canada

Les Terrasses de la Chaudière
10 Wellington Street, North Tower
Gatineau, Québec
Mailing address: Ottawa, Ontario K1A 0H4
Internet: http://www.aadnc-aandc.gc.ca
E-mail: webmaster@aadnc-aandc.gc.ca

General and statistical inquiries and publication distribution
Telephone (toll-free): 1-800-567-9604
TTY (toll-free): 1-866-553-0554
E-mail: InfoPubs@aadnc-aandc.gc.ca

Departmental Library
Telephone: 819-997-0811
E-mail: Reference@aadnc-aandc.gc.ca

Media Inquiries – Communications
Telephone: 819-953-1160

Canadian Polar Commission

Constitution Square
360 Albert Street, Suite 1710
Ottawa, Ontario K1R 7X7
Telephone: 613-943-8605 or (toll-free) 1-888-POLAR01 (1-888-765-2701)
Internet: http://www.polarcom.gc.ca

Appendix: Definitions

appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures: Include operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Report on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Report on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent: Is a measure of the extent to which an employee represents a full person year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures: Include net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally, a plan will explain the logic behind the strategies chosen and focus on actions that lead up to the expected result.

priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results, and that are treated as a budgetary unit.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether or not to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

[i] *Department of Indian Affairs and Northern Development Act*, http://laws-lois.justice.gc.ca/eng/acts/I-6/
[ii] *Indian Act*, http://laws-lois.justice.gc.ca/eng/acts/I-5/
[iii] *First Nations Elections Act*, http://laws.justice.gc.ca/eng/acts/F-11.65/
[iv] *First Nations Land Management Act*, http://laws-lois.justice.gc.ca/eng/acts/F-11.8/
[v] *First Nations Fiscal Management Act*, http://laws-lois.justice.gc.ca/eng/acts/F-11.67/
[vi] *First Nations Jurisdiction over Education in British Columbia Act*, http://laws-lois.justice.gc.ca/eng/acts/F-11.75/
[vii] *Family Homes on Reserves and Matrimonial Interests or Rights Act*, http://laws-lois.justice.gc.ca/eng/acts/F-1.2/
[viii] *Safe Drinking Water for First Nations Act*, http://laws-lois.justice.gc.ca/eng/acts/S-1.04/
[ix] *First Nations Financial Transparency Act*, http://laws-lois.justice.gc.ca/eng/acts/F-11.66/
[x] *Nisga'a Final Agreement Act*, http://laws-lois.justice.gc.ca/eng/acts/N-23.
[xi] *Tsawwassen First Nation Final Agreement Act*, http://laws-lois.justice.gc.ca/eng/acts/T-21.5/
[xii] *Maa-nulth First Nations Final Agreement Act*, http://laws-lois.justice.gc.ca/eng/acts/M-0.55/
[xiii] *Labrador Inuit Land Claims Agreement Act*, http://laws-lois.justice.gc.ca/eng/acts/L-4.3/
[xiv] *Yale First Nation Final Agreement Act*, http /laws-lois.justice.gc.ca/eng/acts/Y-0.2/
[xv] *Tlicho Land Claims and Self-Government Act*, http://laws-lois.justice.gc.ca/eng/acts/T-11.3/
[xvi] *Nunavik Inuit Land Claims Agreement Act*, http://laws-lois.justice.gc.ca/eng/acts/N-28.5/index.html
[xvii] *Nunavut Land Claims Agreement Act*, http://laws-lois.justice.gc.ca/eng/acts/n-28.7/
[xviii] *Yukon First Nations Self-Government Act*, http://laws-lois.justice.gc.ca/eng/acts/Y-2.6/
[xix] *Canada-Yukon Oil and Gas Accord Implementation Act*, http://laws-lois.justice.gc.ca/eng/annualstatutes/2002_7/page-24.html
[xx] *Yukon Act*, http://laws-lois.justice.gc.ca/eng/acts/Y-2.01/
[xxi] *Nunavut Act*, http://laws-lois.justice.gc.ca/eng/acts/N-28.6/page-1.html
[xxii] *Northwest Territories Act*, http://laws-lois.justice.gc.ca/eng/acts/N-27/
[xxiii] *Northwest Territories Devolution Act*, http://laws-lois.justice.gc.ca/eng/AnnualStatutes/2014_2/FullText.html
[xxiv] *Northern Jobs and Growth Act*, http://laws-lois.justice.gc.ca/eng/annualstatutes/2013_14/
[xxv] Department's Management priorities, http://www.aadnc-aandc.gc.ca/eng/1420661780072
[xxvi] Whole-of-government framework, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx
[xxvii] *2015–16 Main Estimates*, http://publiservice.tbs-sct.gc.ca/ems-sgd/esp-pbc/me-bpd-eng.asp
[xxviii] Indian Government Support Programs, http://www.aadnc-aandc.gc.ca/eng/1100100013809/1100100013810
[xxix] Centre of Excellence for Matrimonial Real Property, http://www.aadnc-aandc.gc.ca/eng/1350998394711/1350999033025
[xxx] Aboriginal and Treaty Rights Information System, http://www.aadnc-aandc.gc.ca/eng/1100100014686/1100100014687
[xxxi] Northern Infrastructure Standardization Initiative, http://www.scc.ca/en/nisi
[xxxii] Nutrition North Canada, http://www.nutritionnorthcanada.gc.ca/eng/1415385762263/1415385790537
[xxxiii] Northern Contaminants Program, http://www.science.gc.ca/default.asp?lang=En&n=7A463DBA-1
[xxxiv] Science and Technology Plan, http://www.science.gc.ca/default.asp?lang=En&n=078AA8A0-1
[xxxv] Future-Oriented Condensed Statement of Operations, http://www.aadnc-aandc.gc.ca/eng/1421757565053/1421757623677
[xxxvi] Supplementary Information Tables, http://www.aadnc-aandc.gc.ca/eng/1420647649703/1420648118024
[xxxvii] Tax Expenditures and Evaluations publication, http://www.fin.gc.ca/purl/taxexp-eng.asp